# Sales Management Management

Should We Fire Salesmen When Demand Soars and Priorities Lower Production?

Middle-Class American Living Rooms Are Unexploited Market Number One

Crane Co. Cracks Taboos to Help Plumbers Stock and Sell More Fixtures

How Educational "Remote Control" Is Building Markets for Albers Feeds

Marketing Pictographs — Significant Trends — Sales Letter Round Table



"Sorry I can't be home for dinner tonight, darling, but I'm stuck here at the office—'cause the boss just found out from the Rodney Boone man that the best one-paper daily coverage of the booming Pittsburgh market\* is only 37%—and I have to revise our schedule to give more linage to the Sun-Telegraph."

NOW!.. in only ONE whiskey ...

SCHENLEY

You Get the BEST From FOUR Great Whiskey States\*





The BEST from

KENTUCKY

gives it RICHNESS







The BEST from

MARYLAND

gives it BOUQUET



The BEST from INDIANA
gives it SMOOTHNESS





The BEST from
PENNSYLVANIA
gives it BODY



\*Blended with Specially Distilled Neutral Grain Spirits
... Schenley Blends Give You Perfect MILDNESS

Treat Gourself to SCHENLEY

"The Taste it Takes Four States to Make"

Schenley Black Label 67% Grain Neutral Spirits, 86 Proof. Schenley Red Label 72½% Grain Neutral Spirits, 86 Proof.

BLENDED WHISKEY. Copyright 1941, Schenley Distillers Corporation, New York City

# Sales Management

VOL. 49, NO. 9

**OCTOBER 20, 1941** 

# CONTENTS

### General

Marketing Pictographs, beginning on	25
Business Men Biggest Users of Cars and Planes	25
Farm Prices Soar, But Advertised Foods Cost Less	27
Here's Where People Buy Their Groceries	27
Sales and Advertising Expenses	30
Standards of Living by States	30
Reading Habits Differ by Cities, by Income Levels	32
Sunday Newspapers Gain in Popularity	32
Significant Trends	13
Man Power Problems	
Should We Fire Salesmen When Priorities Lower Production?	16
Markets	
Middle-Class American Living Rooms Are Unexploited Market Number One  A SALES MANAGEMENT-Ross Federal Research Corp. Survey	20
Sales Aids	
Printers Take Own Medicine to Sell "Packaged" Printing Plan	44
Sales Promotion	
Crane Co. Cracks Taboos to Help Plumbers Stock and Sell More Fixtures	36
Educational "Remote Control" Builds Bigger Market for Albers Feeds  As told to Mandus E. Bridston by Merton Moore, Research Director, Albers Bros. Milling Co., Seattle	40
Departments and Services	
Advertising Agencies	52
Advertising Campaigns	18
Comment	56
Media	50
News Reel	15
Sales Letter Round Table	48
Scratch-Pad	2:

# Notes from the Managing Editor's Desk

With new eating places in Army camps, ships, factories and boom towns skyrocketing demand for its Toastmaster products, and priorities reducing its raw materials supplies, McGraw Electric Co. could dispose of its entire output just filling orders that pile in automatically. On the other hand, it has in its commercial equipment department a group of field salesmen who are highly trained, responsible men. Does the situation seem an ugly dilemma of which one horn is letting almost irreplacable men go; the other, keeping them on and watching the tragedy of their growing soft? How McGraw, refusing to be impaled on either of those equally wasteful horns, is solving its problem is a story which should be an inspiration to many another manufacturer in a sellers' market. Read about it on page 16.

Chevrolet, faced with curtailed output, sees—like McGraw—that the sellers' market will be followed by one in which the buyer will be king. Its far-flung program preparing for that day will be described in the November 1 issue by William Holler, general sales manager of GM's Chevrolet Division. Another article in that issue will tell how a score or more of other big companies, also with an eye on the future, are expanding advertising schedules—even launching their first campaigns!

Coming: A three-part article by Burton Bigelow on "Tools for Modern Sales Management" . . . practical, usable ammunition for every sales manager, no matter what the size of his company or the product it sells.

A. R. HAHN

EDITORIAL STAFF: RAYMOND BILL, Editor and Publisher; PHILIP SALISBURY, EDAVIDSON, News Editor; M. E. SHUMAKER, Desk Editor: RAY B. PRESCOTT, Direction of the property of the

The Human Side .....

EDITORIAL STAFF: RAYMOND BILL, Editor and Publisher; PHILIP SALISBURY, Executive Editor; A. R. HAHN, Managing Editor; E. W. DAVIDSON, News Editor; M. E. SHUMAKER, Desk Editor; RAY B. PRESCOTT, Director of Research; H. M. HOWARD, Production Manager, I. P. MACPHERSON, JR., Promotion Manager, ASSOCIATE EDITORS: JAMES R. DANIELS, LAWRENCE M. HUGHES, LESTER B. COLBY, D. G. BAIRD, RUTH FYNE, FRANK WAGGONER.

Published by Sales Management, Inc., RAYMOND BILL, President; PHILIP SALISBURY, General Manager; M. V. REED, Advertising Manager; C. E. LOVEJOY, JR., Vice-President and Western Manager; R. E. SMALLWOOD, Vice-President; W. E. DUNSBY, Vice-President; EDWARD LYMAN BILL, Tresurer. Publication office, 420 Lexington Avenue, New York, U. S. A. Telephone, Mohawk 4-1760; Chicago, 333 North Michigan Avenue. Telephone, State 1266. Santa Barbara, California, 15 East de la Guerra. Subscription price, \$4.00 a year. Canada, \$4.25. Foreign, \$4.50. Member Audit Bureau of Circulation, Associated Business Papers.



# Significant Trends

As seen by an editor of Sales Management for the fortnight ending October 20, 1941:

# **Bogey-Man of Advertising**

BAD CASES OF WASHINGTON JITTERS sweep the advertising world periodically. In recent months Leon Henderson and Thurman Arnold are the boys who create the biggest scare headlines. They are both of the explosive type and they create equally explosive rejoinders from advertising men and other business men; they are branded as communistic, collectivistic, and subversive.

Most of the extreme epithets are applied by men who have never seen the gentlemen, and those who have made their acquaintance are much more even-tempered in their denunciation. As one advertising man said the other day after spending some time in Washington with both of them, "They're no more communistic than you or I, but they do need education on what advertising is all about."

The other evening in New York over nine hundred men and women attended a forum on advertising where Thurman Arnold, assistant attorney-general and the man in charge of the monopoly and anti-trust divisions, explained his beliefs about advertising, while Raymond Rubicam, of the Young and Rubicam agency, spoke for advertisers. Apparently those who expected to find horns sprouting out of Mr. Arnold's head were surprised to find that he seemed mild and reasonable and not quite the arch-enemy of advertising they expected. So far as he was concerned, he said, he wasn't a bit interested whether advertising is fair, unfair, wasteful, or full of hokum. The Federal Trade Commission and a free market take care of that.

His only interest in advertising, so he said, is in those cases where advertising might be involved in such instances as the following:

1. Full-line forcing, in which a maker builds up a huge demand for his product to the point where he forces a dealer to carry all of his other lines, thus destroying competition.

2. A freezing out of competition, in which such a maker goes a step further by insisting that the dealer carry his line only and drop competitive brands.

3. The use of advertising to fix prices. As a hypothetical example, he cited a group of retailers advertising that "next week all our prices will be 50 cents a pound for roast beef." Even here, he said, a good case might be made for the dealers on the ground that they were small, and as individuals could not advertise adequately, and needed to combine to combat the big chains.

The only disquieting remark he made was that "there will be the vexing question of whether the proposed pricing law will allow the inclusion of advertising as an added cost under price ceilings."

\*

Donald M. Nelson, executive director of SPAB and priorities director of OPM, believes "advertising and selling costs are essential costs." He said so October 14 at a Sales Executives Club of New York record-attendance, 1266-plate luncheon, answering a pointed question introduced by Ray Bill, editor of SALES MANAGEMENT, thus:

duced by Ray Bill, editor of SALES MANAGEMENT, thus:

QUESTION: "Is it your belief that price ceilings on products should or should not allow for advertising and selling as normal costs of doing business, in reasonable proportion to the volume of civilian goods permitted to be produced?"

Answer: "Well, of course, that's out of my sphere. I have nothing to do with price. I do serve on Leon Henderson's price advisory committee, and I personally will say this right off the bat: I believe that advertising and selling costs are essential costs. This thing (defense emergency) is going to be over some day, I hope a lot sooner than we think at the present time, because I just feel if we get the will we can get it over with . . . and I want to see business start over and go on again—live a normal life. To me, that is what we are fighting for and I don't want to see us lose, in the very act of fighting, the thing we are fighting for."

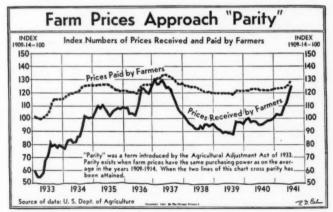
# A Good Case for Advertisers

NATIONAL FOOD DISTRIBUTION costs have decreased 18% over the average of the years 1931 to 1939 according to Paul S. Willis, president of the Associated Grocery Manufacturers of America. His analysis happens to coincide with other figures gathered by SALES MANAGEMENT and which are used as the basis of a pictograph in this issue which is headed "Farm Prices Soar, but Advertised Foods Cost Less." He points out, "the weekly earnings of labor engaged in manufacturing industries have increased 27%, thus adding to the cost of food processing and distribution. The prices paid farmers for farm products have increased 51% since 1939. If these increases have not been passed to the public, it is because the manufacturers and distributors of foods have been doing an efficient . . . job, particularly during the past ten years."

Advertising should not be given the sole credit for the lowered cost of distribution, but we think that even the worst die-hards among the enemies of advertising would admit that there might be some connection between successful advertising and the reduction of 31% in the wholesale price of Sanka Coffee and the 17% reduction on Grape-Nuts and Maxwell House Coffee, shown in the pictograph.

# It Ain't Hay for the Farmers

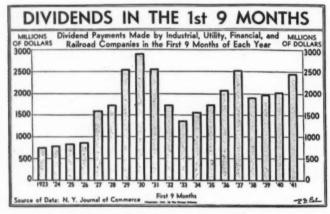
ELEVEN BILLION DOLLARS isn't exactly hay. That's the round figure of the total cash farm income for 1941. Many people think that the farmer is being coddled by



Not only will farmers receive one of the biggest cash incomes in history, but their purchasing power is further expanded because prices of the products they sell are increasing so much more rapidly than the prices on products they have to buy for farm operation. legislators and the Administration, and that some limit should be put on farm prices, and that parity price structures are all wet. Those are political questions. The marketing man is far more interested in what is happening to the farmers. What is happening is that the farmer will have this year by far the biggest cash income since 1929, and in purchasing power an even better income than during that boom year because the prices of the things he has to buy for farm operation are far below the 1929 figure. The latest official income figures to be released by the Department of Agriculture are for the month of July when the farmer's cash income was 32% higher than the same month of 1940.

This greatly increased farm income is quickly reflected in the sales of general merchandise in small towns and rural areas. August is the most recent month for which figures are available through the Department of Commerce, which uses the average of the years 1929 to '31 as 100. The index figure for August was 208.7, which means that rural retail sales more than doubled. No one knows where the top will be. The June figure was 163.2, the July figure 177.7

Because of this magnificent prosperity in the farm regions alert national advertisers are planning increased appropriations in farm publications for next year. A survey made last month by the Agricultural Publishers Association among advertising agencies shows that 46% will increase farm publication appropriations next year, 28% say the number of clients will be greater, 28% say farm publications will be used by clients who did not use them in 1941, 48% say that results from farm publication advertising this year were better than last year, and 88% say they considered the outlook for sales in the farm market this Fall and Winter better than last year. Less than 10% reported an anticipated decrease in appropriations or number of clients using farm publications.



As pointed out in the text above, many companies with dividends ordinarily payable in January will shove them ahead to this December. When the final year-end payments are in the total will probably top any year other than 1929.

# Selling to Post Exchanges

BIG NAME BRANDS of toothpaste, shaving cream, etc., are the only ones stocked by Army Post Exchanges and Navy ships. Obviously the Services can't carry too varied a line, but the result is that a market of roughly two million soldier-sailor customers is assured to the big producers.

In recent weeks we have received a number of inquiries from subscribers who wanted information on how to sell to Post Exchanges, and we pass on a summary of our replies for the benefit of other subscribers who may be interested. The best single pamphlet we have come across on the subject was prepared by a civilian organization, The Domestic Trade Department of the Los Angles Chamber of Commerce, and it is called "How to Sell to Army Post Exchanges." The bulletin answers such questions as: What is an Army Post Exchange? Who owns it? What is the set-up include? Who runs it? Who does the buying? What are the buying hours? What about prices? What kind of merchandise is stocked?

Helpful information can be secured from the Post Exchange Service, Morale Division, Port Authority Building,

New York City.

A little bit off the subject of Post Exchanges, but closely allied, are two government bulletins issued recently. One is a complete analysis on how to sell the Quartermaster's Department of the Army; it is called "Quartermaster Procurement Information" and is available from the office of the Quartermaster-General at the War Department in Washington. The other booklet is available through the Department of Commerce and is called "How to Sell to the Government for Civilian Needs."

# **Oddities in the Marketing News**

REVERE COPPER helps keep its salesmen busy by having them look for defense business for their non-defense customers . . . General Motors is getting a few cars to Sweden, but they are charcoal, not gasoline, burning . . . Priorities and shortages are hitting lead pencils; hereafter you will find much smaller metal bands holding the eraser . . . December incomes will be increased because a number of corporations with dividend payments ordinarily due in January will push them ahead to December so as to save stockholders money if taxes are raised again . . . Makers of shirts and pajamas are having trouble getting enough pins.

Wright Aeronautical Co. is said to be today's biggest buyer of baby bottle nipples. It uses them to plug fuel lines to keep out dirt . . . The next time you top your brassie shot don't throw your club after it. You may not be able to get another metal club for a long time. So

control your temper.

# Forever—or Only a Lifetime

SEVERAL MONTHS AGO the Federal Trade Commission went after Sheaffer and Parker because of their guarantees. Sheaffer, for example, has for years advertised a "lifetime" pen; the F. T. C. objected to this on the ground that the pen itself couldn't possibly last a lifetime and that all Sheaffer was really promising was to keep the pen in repair for a lifetime.

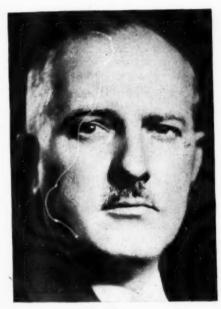
Eversharp, Inc., feeling that they had learned something from the experience of their competitors, advertised that their pens and pencils "are guaranteed not for years, not

for life, but guaranteed forever."

Now the Federal Trade Commission, pulling no punches and playing no favorites, charges Eversharp with making representations "misleading and deceptive in that the fountain pens and pencils are guaranteed without limitations as to time." According to the complaint, whenever one of the fountain pens or pencils is sent to the company for adjustment, the respondent exacts a charge of 35 cents, purportedly for postage, insurance and handling, and this charge is made no matter how intricate the repair or adjustment may be. The complaint charges that the respondent's purported guarantee is in no sense a genuine guarantee without limitation as to time, but is, in fact, merely a contract whereby the respondent, while it continues in business, agrees with the purchaser of any of its fountain pens or pencils to make necessary repairs and adjustments at a flat rate of 35 cents each time the pen or pencil is sent to it for such service.'



Bray



Pilat



Reibold
OCTOBER 20, 1941

# NEWS REEL

WILSON C. Bray has just been appointed general sales manager of the Ferguson-Sherman Manufacturing Corp., Dearborn, Mich. Mr. Bray, widely known in the automotive field as a merchandising and sales executive, resigned as head of the chain store organization of the B. F. Goodrich Co., Akron, to take over his new position.

Judson S. Sayre, vice-president and director of sales, Bendix Home Appliances, Inc., has been elected president of the corporation. He succeeds D. O. Scott who will continue to act as a consultant to the company. Mr. Sayre played a key part in the launching and marketing of the Bendix Home Laundry.

ROBERT J. PILAT is appointed general sales manager of W. A. Taylor & Co., N. Y. liquor firm, succeeding M. C. Werson, resigned. Mr. Pilat was formerly with Seagram-Distillers Corp. and National Distillers Products Corp.

JOHN A. O'BRIEN has been elected a vice-president of Johns-Manville Sales Corp., N. Y. He will continue his duties as general sales manager of the power products and industrial department, a post he has held since 1938. He joined J-M in 1915. Also promoted to a vice-presidency is Leslie A. Baldwin, general sales manager of J-M's power products and industrial department.

ELMER L. REIBOLD is appointed to the newly created position of sales promotion manager of Cluett, Peabody & Co., N. Y. He was formerly field sales manager. The new department will disseminate information on store layouts, lighting and traffic control.

SEWARD ERIC is named assistant general sales manager of Seagram-Distillers Corp., N. Y. He will handle Seagram's V.O. Canadian whisky and Ancient Bottle gin. He was the first salesman hired by Calvert (Seagram subsidiary) in 1934. Arthur J. O'Neill is also appointed to the same post. He, too, is a Seagram veteran, joining in 1934.

Photograph of Mr. Reibold by Schuyler Studios





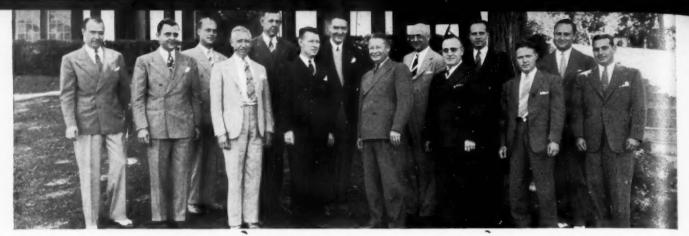
Sayre



O'Brien



Eric



Here's part of the Toastmaster sales force in its ordinary working clothes, the author at left.

# Should We Fire Salesmen When Priorities Lower Production?

Toastmaster, heavily oversold, put its staff to work as research analysts in customers' establishments. The men learned about products and processes—knowledge that will pay small dividends now, big ones in the future.

Based on an interview with

B. M. RIKER

Sales Manager, Commercial Equipment Department, Toastmaster Products Division, McGraw Electric Co., Elgin, Ill.

WING to the complexities of defense problems McGraw Electric Co., of Elgin, Ill., found itself rushing headlong into unprecedented problems about Midsummer this year. Priorities were making it difficult to get much needed raw materials. Builders of army training camps were demanding equipment. Independent eating places, blossoming around the camps, were crying for it. Maritime vessels, and navy ships, going into commission, had to be equipped. New factories were going up along the rims of cities, even out on the prairies, and these required new eating houses. The hotel and restaurant industry, accelerating, were crying for deliveries. Jobbers, sensing shortage, were anxious to stock.

McGraw Electric, manufacturer of Toastmaster toasters and their Toastmaster products, with demand greater than at any time in its history, found itself under the necessity of reducing output. Immediately this question loomed:

"What are we going to do about our salesmen?"

The commercial equipment department of the company has spent years getting together and training a group of field salesmen, in effect district man-

agers, each responsible in his own area. McGraw felt that it had an important investment in money and time in these men. But with orders piling in automatically, orders that couldn't be filled, how could they be kept out on the sales job?

Fire them? Lay them off?

No, McGraw Electric didn't want to break up its sales organization. Some day, and no one knows how soon, they'll all be needed again. More, that wasn't the way the company wanted to treat its men. Keep them on the payroll and let them just float along? No, that would let them go soft.

How the men are being kept busy, how they are kept on their toes, and how they are preparing for the future—when times like these will be only a memory—was told to SM by B. M. Riker, sales manager of the commer-

L. P. Schulz, Chicago salesman, entered the kitchen of the Kenwood Tea Room and learned how to make chicken pie and other pastries. First hand information and familiarity with kitchen practices will improve his technique against the time when he will have something to sell, and stern competition in the selling. cial division of McGraw Electric Co. at the general headquarters in Elgin.

In Mr. Riker's department heavy duty toasters are manufactured for hotels, restaurants, institutions and, in fact, every sort of eating place including soda fountains and hamburger stands. These come in a variety of sizes; capacity per unit from 108 to 864 or more slices an hour. By increasing the number of units the volume is limitless. Both bread and bun toasters are produced.

Also McGraw manufactures Toast-master roll and other food warmers. These are steel cabinets, with both heat and humidity controlled, so that a surprising variety of foods can be prepared in advance of a rush hour and kept in perfect condition, piping hot. The range covers bakery goods, items that must be kept dry and crisp, items that must be kept moist; vegetables, meats, fish—almost anything that's





And here it is researching and working for restaurant clients, at no cost to them.

cooked and served hot. Heavy duty waffle bakers complete the commercial line.

The McGraw business was started 22 years ago in Minneapolis and its success grew out of the original automatic electric pop-up toaster known as the "Toastmaster." Some years later the smaller size that has found its way into millions of homes was developed. These are under a separate sales division, the domestic appliance department.

With orders arriving in such numbers that they could not possibly be filled, conferences were held and it was decided to put deliveries on a quota basis. Each distributor was to receive 75% of what he had sold during the previous year. Generally they set up a clamor, but there was nothing to be done about it. The management sat tight.

Salesmen, of course, could be used for a time to make explanations, soothe ruffled spirits and try to reduce the general fever. But what after that? Finally ideas began to come out of the hat. It became evident that there is always work for salesmen.

'How'd you like to go to work in a

restaurant?" Mr. Riker began to ask his salesmen. The question was something of a stopper; rather shocked them at first. But he explained:

"I've a feeling that most equipment manufacturers' salesmen, selling to the food industry, have a weak spot. I've talked to restaurant men, and other food purveyors, and they feel the same way about it. The salesman knows the items he sells, but he doesn't know as much as he should about the food business, and its problems. He'd be a far better salesman, and the trade would have more confidence in him, if he knew more. Now here's my idea:

"You go out among your prospects, pick a likely spot, and persuade the boss to let you work for him for a week or so. It costs him nothing; we pay your salary. I don't care what you do. Tend the coffee urn, act as bus boy, become assistant to the cook or chef, wait on table, observe traffic problems, study the mechanics of operations—anything so long as you keep your eyes open and learn all you can about the business.

"Remember, any business or industry has its own language. The better you know it the better you will be able to meet men in the business on even terms. The food business has more of the fraternal in it than almost any other line. When a food man has a day off you'll usually find him visiting some other food man. He's poking around in a kitchen.

"Find out everything you can about these people's problems, find what their skills and their headaches are, make your mind a card index, and, when you have to get out again some day and fight for business, you'll find yourself a better man."

R. J. Kershaw learned about tortillas and enchiladas in the Mexico City Cafe, Dallas, and how to keep foods hot with McGraw equipment. Toasted tortillas was something he discovered. Toastmaster paid his regular salary, for this is an investment in the future. The cafe proprietor is now a friend as well as customer.

That was in August. In September SM asked Mr. Riker how the plan was working. Most of the men had found their "jobs" and had filed reports. Some of these were checked over.

H. A. Sheridan, Toastmaster's Eastern representative, had put in a week at Tilles' Restaurant, in Philadelphia, one of the busiest spots in that city. He got up around 4:30 each morning and went to market with the food buyer to study the purchasing of foods. Then, through the day, while working with the crew he kept a check to determine what percentage of the customers ordered toasted sandwiches. As a result he bobbed up with an idea to increase the sale of toast. It was tried out, tested, and proved worth while. The McGraw company will pass it along to the industry. Many food places charge from two to five cents extra for toast; others figure that toasting sandwiches without extra charge is a businessbuilder. Taking it either way, it is felt that Mr. Sheridan has made a contribution to more profitable food merchandising.

A. G. Roewade landed himself in the Pointe Royal Casino, Detroit. He spent most of his time in the kitchen studying how to speed service and so to reduce food and labor costs. "Al" suggested several structural changes which were appreciatively adopted by the management.

A. F. Kane, of New York, went into Toomey's Diner, in Brooklyn, a spot so busy that there's hardly ever an empty stool twice around the clock each day. Seventy per cent of his time was put in at the coffee urn. From that point of vantage he watched and analyzed the speed of service. Structural changes he suggested at the end of his period resulted in increasing somewhat the number of persons who could be served in a day.

L. P. Shulz managed to get himself up in the Kenwood Tea Room, Chicago. Going into the kitchen, he learned how to prepare a variety of dishes. He can now tell any restaurant man how to make a chicken pie, with a special recipe that insures a



lickin'-good product, and can show how to keep it piping hot against the peak hour. (The Toastmaster food warmer, of course.) And all to more

J. P. Flynn, New England representative, who some years previously had worked in a restaurant during college years, found himself on familiar ground when he attached himself to Hazen's Restaurant in Boston. Here he specialized on merchandising ideas. It was blueberry pie time in New England and blueberry pies were He noticed that a certain percentage of the customers, however, didn't buy blueberry pies. "How about hot apple pies?" he asked himself. He put some apple pies in a food warmer (Toastmaster, to be sure), and at a cost of 15 cents had a sign made reading "Special Hot Apple Pie Today." Apple pie sales jumped from one pie a day to seven or eight. Just as many blueberry pies as ever were sold.

R. Y. (Dick) Fuller found a new Stineway drug store being readied for its opening in Chicago's Loop. Whenever Stineway opens a new unit it puts the staff through several days of intensive training to make sure that everything will work out smoothly from the first day. Dick arranged to take the preparatory course with the staff. On opening day he took his place back of the sandwich block. The high spot of this was he learned how experts go about the job of training help in advance of an opening.

### Getting Close to Buyers

R. J. Kershaw, who travels in Texas, put in his period of service in the Mexico City Cafe, Dallas. He took a course in tortillas, enchiladas, tamales, chile con carne, tobasco, etc., and he found out how tortillas are toasted and that a Toastmaster food warmer can keep fiery foods hot in fine style. If any restaurant man anywhere wants a little bit of the low down on Mexican cooking all he needs do is lend an ear to Salesman Kershaw.

After the salesmen had each done his trick in some food place they were all called in to headquarters, from Seattle, Boston, New Orleans, Dallas, and other places, and put through a warm-up session. Each man told what

he had learned.

Costs are especially important right now in any food operations. Most restaurant men are reluctant to boost prices, so many have been reducing portions. Everything is being done to reduce waste. Leaks must be plugged. Some of the men reported that they had found new ways to put food warmers to use in saving costs and toasters and waffle bakers to use in

building profits.

All knowledge gleaned from the various experiences of the men was tossed into a common pot. Some of them are so sold on the idea that they are going to make arrangements to serve in other restaurants for a limited time. The conference revealed to them that they all have more to learn.

Because the McGraw Electric salesmen for the time being just can't sell equipment they've turned to selling some other things, i.e., confidence in the company, good will, and the management's fair and sincere policy in a time of emergency. Because equipment is far less obtainable now, old equipment must be serviced so that it will last longer. Salesmen carry a pocket case filled with tools for servicing the company's units. They step right in and do minor repairs, saying:

"This little job should carry you through."

If you can't sell, fix, is the idea. That builds a closer bond between the

salesman and the customer.

"Show any business man how he can make money or save money and he's your friend," says Mr. Riker. 'And he's more likely to buy from you later on. Our salesmen right now are building for the future-years in the future. We are spending a bit of money today building for a day when we know the situation will be very different.

"We are sure that this sort of work is giving the men more confidence in their jobs. I believe that in their hearts they will have increased loyalty for the company because they know it has been standing by them when it didn't really need them and because it is investing money in them, at this time, to make them better salesmen against the day when they'll have to go out and do a real selling job."

Eat

op of 1

pan

Inse

thro

issu

cari

res

pul

bre

20

off

de

ria

B

In

tra

m

CO

form bib P 5 (h

Because food men are in reality a clan; because they are inordinately social; because they visit around so much, dropping in at each other's places of business and comparing notes, it is important to see that they use their equipment to the best advantage, both from a dollar and a worksaving point of view. Salesmen now have time to check these things. How often these personal contacts, one food man to another, affect sales is indicated by the nature of many inquiries received by the company in the past. Hundreds of them have followed

this pattern:

"I was in Joe Dokes' place the other night and Joe told me how well he liked the food warmer he got from Please send me information about it."

"A letter like that is a hot lead," says Mr. Riker. "The sales job is

practically done."

McGraw is putting investment into its sales department right now, holding it together and working to improve its technique. No going soft here.

# Advertising Campaigns

Old and New Products as Promoted in Newspapers, Magazines, Radio, Outdoor Posters, Trade Press

# Radio Window Shopping

If you're looking for an air attraction to sponsor, the NBC Symphony Orchestra is available on a c-to-c Blue network at the package price of \$300,-000. This is for 24 weeks, beginning November 14, when Leopold Stokowski will be the conductor. An announcer and a commentator are not included in the flat fee, though the services of a number of other famous conductors are: Frank Black, Alfred Wallenstein, Fritz Reiner, etc.

This, to the uninitiated, might appear to be a high figure. However, it's reasonable when compared with the prices of many top-notchers. Billboard estimates that on the CBS network the following are current production costs per program:

Major Bowes' Chrysler Corp., \$16,-000-\$18,000.

"Lux Radio Theatre," Lux toilet soap, \$12,000-\$14,000.

Fred Allen, Texas Co., \$12,000. Kate Smith, General Foods, \$12,-

Gulf Screen Guild Theatre, Gulf Oil, \$10,000.

Ford Sunday Evening Hour, Ford Motors, \$8,000-\$10,000.

On the NBC Red network Jack Benny costs General Foods \$18,000. Fred Waring, Chesterfield, \$12,500. "Kraft Music Hall," Kraft Cheese, \$12,000-\$12,500. "Maxwell House Coffee Time," General Foods, \$10,000. Chase & Sanborn, Standard Brands, \$11,000. Burns and Allen, Lever Brothers, \$10,000. Bob Hope, Pepsodent, \$10,000.

So if you are thinking about a Grade A hook-up, be prepared to shoot the works in hiring talent. And network time charges are in addition.

## **Eatmor Cranberries**

American Cranberry Exchange, a coop marketing most of the fresh crop of Mass., N. J., Wis., Long Island, expands its budget for advertising. Insertions in 180 newspapers of 160 U. S. and Canadian cities will run through December. The October 19 issue of The American Weekly will carry a four-color, 1,000-line ad, to be followed by space in Family Circle, This Week, Woman's Day.

Farm papers, home economics, restaurant and hotel, and grocery trade publications join the chorus. Chain break announcements will be used on 20 radio stations. A recipe booklet is offered in all ads, and is distributed by dealers. Customary store display material supplements.

Agency: BBDO, N. Y.

## Business as Usual Is Out

Under that headline Bayuk Cigars, Inc., Philadelphia, is telling tobacco trade journal readers that "the Government has asked the cigar industry to cooperate with defense needs by curtailing the use of paper. .

"It goes without saying Bayuk is more than glad to cooperate, and the following saving in paper applies immediately to the manufacture of all our brands: Until further notice there will be no more 1/40th boxes packed. Production of 5-packs will be curtailed 50%. There will be no special 'Christmas Wrapper' or other special holiday wraps."

Ivey & Ellington, Philadelphia agency in charge, says, "so far as we know, this is the first instance of a large advertiser voluntarily cutting its line in order to cooperate with the defense needs."

# More Rings

P. Ballantine & Sons, Newark brewery, has started a series of half and quarter pages in 140 dailies of 108 cities. This reinforces Ballantine's "Three Ring Time" program on 80 Mutual stations which stars Milton Berle, Charles Laughton and Shirley

Outdoor posters, poster panels, and innumerable store and tavern display materials round out the beer and ale promotion.

J. Walter Thompson, N. Y., is in charge of the account.

# Texaco for Defense

With shortages and priorities upsetting normal production and distribution," says Newell-Emmett Co., agency for Texas Co., "advertising is faced with a three-fold task:

In England advertis-ing that talks about the armed services inthe armed services in-stead of the product is commonplace, but there hasn't been much of it here. Texaco doesn't want to sell more gas or oil to motorists now (in fact it encourages gas saving). Such copy as this, however, seeks to cement future sales.



"Advertising must maintain the competitive standing of the manufacturer's branded product even though the supply may be temporarily cur-

'It must acquaint the public favorably with the manufacturer's role in national defense.

"It must strengthen the public's friendship for the manufacturer against the day when business returns to normal."

Reproduced is Texaco's attempt to perform these three functions. The group of sketches, by Artist Frank Godwin, who flew from N. Y. to the Pacific Coast to get authentic details, is one of a series now running in American Legion, Collier's, Liberty, Life, Newsweek, Saturday Evening Post, Time.

Others in the series deal with "Life among the Leathernecks," "Life at Pensacola," etc. None talks about Texaco products except incidentally.

Doubtless the series is a type of advertising which will become more abundant as the defense gears whirl with increasing speed.

## There's Hope

"Greatest advertising campaign ever put behind a premium offer" is how Pepsodent Co., Chicago, describes its current promotion. The premium is a screwball autobiography of its radio comedian Bob Hope, with an introduction by Bing Crosby, 100 illustrations, numerous giggles and guffaws in its 96 pages. Price: Ten cents and a label.

Besides plugs on Hope's program on 66 NBC Red stations, the book is getting color space in comic sections of 54 newspapers, black and white space in The American Weekly, Modern Magazines, Movie-Radio Guide, Scholastic Magazine, Screen Guide, This Week, Young America. Announce-ments are also being inserted in Pepsodent's regular ads in Farm Journal, Household, Ladies' Home Journal, Life, True Story, What's New in Home Economics.

Lord & Thomas, Chicago, is the

### Tide Water Football

Tide Water Associated Oil Co., San Francisco, is sponsoring broadcasts of college football games on the Pacific Coast for the 16th consecutive year.

Some 91 games will be broadcast over Mutual, NBC Blue, and independent stations in Cal., Ore., Wash., Nev., Ariz., Idaho, Hawaii. Tie-ups will be made at Associated service stations through posters, free football schedules, etc.

Lord & Thomas, San Francisco, is in charge.

### G-E's FM

General Electric Co.'s radio and television department, Bridgeport, is talking up the advantages of frequency modulation radio. First magazine space, late this month and next, will

(Continued on page 46)

# Middle-Class American Living Rooms Are Unexploited Market Number One

Why does the average middle-class living room have only one table, only three chairs? Why is there a desk secretary in only one home in four, venetian blinds in less than one home in six? Ross Federal and Sales Management herewith offer a detailed inventory of the contents of 511 typical urban living rooms, and present facts which should be both shocking and inspiring to manufacturers. The survey was planned and edited by A. R. Hahn and Philip Salisbury.

ERE'S a picture of the typical middle-class living room—a composite of 511 homes visited early in September by Ross Federal interviewers working on assignment from SALES MANAGEMENT:

- 1 Sofa
- 2 Small tables
- 1 Room-size rug
- 1 Table lamp
- 1 Floor lamp
- 3 Chairs
- 1 Radio
- 4 Pictures
- 2 Electrical outlets Roll shades

More than 100 housewives were interviewed by Ross Federal in each of the following cities: Des Moines. Houston, Seattle, Atlanta and Springfield, Mass. Interviewing was confined to the B and C income areas, C being families of incomes between \$1,000 and \$2,000; B families those with incomes of \$2,000 too \$3,000. Of the total number of interviews, 56% were in this B group. All of the interviews were made with housewives, none with children or domestic help. The interviews were confined to single houses, with apartments, doubles or other multiple units excluded. Interviewers did not do more than a halfday's work on any street; they were instructed to shift from one section to another to get away from any possibility of localized influences. interviewers found that women were very willing to talk to them and to discuss their furniture and furnishings. In fact the greatest problem the Ross Federal men encountered was in making a normal number of calls a day. Nearly every housewife wanted to talk too long.

The survey shows that one-third or more of the middle-class families do not own any of the following items: Bed davenports, studio couches, desk secretaries, large tables, carpets, small rugs, rug cushions, pianos, phonographs, clocks, glass curtains.

Some of the most significant findings of the survey are condensed in the table on the facing page. This shows that in eight of 24 classifications the products have been owned more than ten years by the family—and in the following classifications, more than half of the products have been owned over five years: Sofa, bed davenports, chairs, large tables, small tables, small rugs, pianos, pictures, winding clocks. Phonographs and radios barely escaped inclusion in that group.

In addition to finding out through

observation the contents of the living room the investigators asked housewives not only how many years they had owned these specific items, but what plans they had about replacing old products, or what plans non-owners had on the purchase of any of the 24 listed items.

The products most likely to be replaced by present owners are:

	%
Chairs	11.2
Sofas	9.1
Bed davenports .	8.3
Room-size rugs	7.0
Studio couches	6.1
Pianos	4.5
Drapes	4.9
Parts	

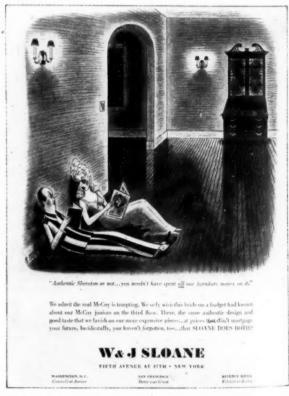
These percentages may not seem very large, and when reduced to the number of units planned for purchase among these 511 families, the figures certainly are small — but

when projected against middle-class America as a whole, the potential market is truly enormous.

Let's take 20,000,000 families as a round figure for the middle-class group and project the percentage to the item of chairs. Eleven and two-tenths per cent of 20,000,000 is 2,220,000. This means, if the survey returns are as accurate and representative as we believe them to be, that more than 2,000,000 families have either definitely decided or at least are giving serious consideration to purchasing living room chairs, and many of them when they do purchase will buy more than one chair.

Incidentally, one family was uncovered in the investigation—it happens to be in Seattle—which doesn't possess a single chair in the living room, and by some strange power of omniscience, W. & J. Sloane seems to have heard about that family and to have used it as the basis for the amusing and effective ad which is reproduced herewith.

Before discussing the plans of people who do not presently own any specific items which were surveyed,



This might be the Seattle family (see table on facing page) which has no living room chairs.

# A Candid Shot at the Typical Middle-Class Living Room

More than five hundred housewives of families earning \$1,000 to \$3,000 in Atlanta, Des Moines, Houston, Seattle and Springfield, Mass., submitted willingly to Ross Federal inventorying of their living rooms. Here in this condensed summary of the findings is a picture of opportunity for manufacturers who have the foresight to create more wants among these householders.

Why should there be a desk secretary in only one home in four, only one table lamp per room, venetian blinds in less than one home in every six, only three chairs per room? Middle-class living rooms, it would seem, are America's unexploited market Number One.

			0 W N	ERSH	I P					AGE			FUTURE	PLANS
511 B AND C HOMES	Number Owned	None Owned %	One Owned %	Two Owned %	Three Owned %	Four Owned %	Five or More Owned	Owned Less Than 1 Year %	Owned 1-2 Years	Owned 2-5 Years	Owned 5-10 Years %	Owned Over 10 Years %	Owners Planning to Replace %	Non-Owners Planning to Purchase %
Sofas	458	14.1	82.2	3.7				10.0	7.2	19.2	20.1	43.5	9.1	11.1
Bed Davenports	36	93.0	7.0					5.6	8.3	33.3	11.1	41.7	8.3	
Studio Couches	33	93.5	6.5					3.0	21.2	51.5	15.2	9.1	8.1	***
Chairs	1,683	.2	2.9	30.7	30.3	19.6	16.2	8.5	6.3	20.1	18.2	46.9	11.2	
Desk Secretaries	126	75.5	24.3	.2				4.0	6.3	23.8	19.8	16.1	2.4	1.3
Large Tables	286	53.2	39.9	5.1	1.2	.6		2.4	7.0	18.3	19.9	52.4	2.1	2.6
Small Takles	1,006	10.3	28.0	30.9	20.7	6.8	3.3	8.4	9.6	30.7	21.8	29.5	4.1	5.8
Carpets	28	94.5	5.5					28.6	14.3	25.0	21.4	10.7		.8
Room-size Rugs	456	10.8	89.2	***	***	***	***	11.6	11.6	30.9	18.2	27.7	7.0	1.8
Small Rugs	554	43.4	23.9	20.4	7.4	3.5	1.4	10.3	9.1	29.6	22.7	28.3	1.4	
Rug Cushions	272	49.5	48.5	1.6		.4		13.2	13.6	37.1	18.8	17.3	.8	2.0
Floor Lamps	720	11.7	46.6	33.2	6.5	1.6	.4	6.8	13.9	34.6	21.5	23.2	2.7	1.7
Table Lamps	575	29.3	40.5	21.3	6.3	2.3	.4	7.5	15.3	40.5	17.9	18.8	1.9	2.0
Pianos	156	69.5	30.5					6.8	6.8	9.8	5.3	71.4	4.5	.6
Phonographs	41	92.0	8.0	110.0				19.5	17.1	17.1	2.4	43.9	2.4	
Radies	456	13.5	83.8	2.7				7.9	13.6	34.0	22.6	21.9	1.8	1.4
Radio-Phonograph comb.	15	97.1	2.9					40.0	13.3	33.3	13.3			.4
Pictures	2,009	7.8	8.2	10.0	21.1	18.6	34.3	5.1	7.8	23.7	15.6	47.8	1.1	5.0
Clocks, Electrical	143	48.6	27.8					11.2	17.5	48.9	11.9	10.5	.7	8.
Clocks, Winding		40.0	25.2			***		3.0	13.6	8.3	12.1	63.0	1	
Glass curtains	342*	66.9	N. A.	N. A.	N. A.	N. A.	N. A.	16.1	41.5	32.7	7.6	2.1	1.8	1.8
Drapes	226*	44.2	N. A.	N. A.	N. A.	N. A.	N. A.	15.9	34.5	32.7	10.6	6.2	4.9	4.6
Shades, Roll	401° 80°	5.9	N. A.	N. A.	N. A.	N. A.	N. A.	8.7 33.8	27.7 37.5	23.9 23.7	19.5	20.2 1.2	2.7	3.3

N. A.-Information on quantities not available.

\*Number owning

let's look at the sofa situation among present owners, who constitute 86% of the total number of families. Again using our 20,000,000 round figure for middle-class families, this means that there are 17,200,000 middle-class families with sofas. Of these families 9.1% are very definitely in the market for a new sofa (hundreds of thousands or millions of others might also be if they were approached properly) and 9.1% of 17,200,000 families means that 1,565,200 middle-class families plan to replace their sofas soon.

Then there are the 14% of middleclass families, or 2,820,000, who do not own a sofa, and 11.1% of these families, or 313,020, are planning to purchase one.

Other articles which non-owners are planning to purchase include small tables. 5.8%; pictures, 5%; drapes, 4.6%; and shades, 3.3%.

The somewhat meager contents of middle-class living rooms may be construed—quite properly we believe—as an indictment against American

manufacturers and retailers. meagerness would be accentuated in the homes of families earning less than \$1,000 a year-and it undoubtedly does not exist among the wealthier A families — but here is a group of families earning from \$2,000 to \$3,000 a year, and living in cities where living costs are not extreme, and yet they average, for example, only one table lamp and one floor lamp, only one small table and about one-half of a large table. With money with which to buy furnishings and the room in which to put them, it would seem that if such families do not have the articles, or have old ones (especially things which wear out such as sofas and draperies), it must be that these families have not been approached properly. Either the effort has not been powerful or has not been consistent, or little thought has been given to making it easy for people to buy in the first place, or making it easy for them to replace old and faded articles with handsome new styles.

According to statistics compiled by

the Census of Manufacturers, the value of living room wood furniture produced in 1939 was \$200,532,719. Allowing for a normal mark-up, this works out to a retail value of something in the neighborhood of \$400,000,000—but when that is applied to American families, it means only \$12 per year per family for living room wood furniture.

This estimate is substantiated broadly by another study, this one appearing in the February, 1941, issue of Standard Rate & Data Service. There the statement is made that the home furnishing market represents a \$2,000,000,000 field for cultivation, with sales divided about as follows:

Furniture	\$900,000,000
Floor covering	300,000,000
Electric appliances	250,000,000
Bedding	. 225,000,000
Stoves	150,000,000
Radios	. 90,000,000
Lamps, drapes, etc	85,000,000

If we assume that half of the fur-(Continued on page 33)



Except for the duration, Mr. Streit may not live to see Union Now. But my old side-kick, Les Hamilton, might get a slogan out of it: "Western Union Now!"

Tessie O'Paque says she never saw a vitamin, but that she'd rather C than  $B_1$ .

Stopper by N. W. Ayer for client New York *Times:* "Plato is no powder-puff."

Aside to Leonard Markert, of Syracuse's Will & Baumer Candle Co.: Thanks for sending me those nice candles, especially the Vigil Light. A few devotional exercises wouldn't do me any harm.

Overheard: "The only guy who could do anything for *that* copy would be a chiropodist."

October 12-19 was National Wine Week. And next March 15 should begin National Whine Week.

Prosperity is back with a bang. Wanamaker's displayed a diamond-studded pen-and-pencil set priced at \$1,000.

Orchids to Campbell Soup for the courage to repeat and repeat again that nice rhythmic headline: "Just as sure as you like chicken, you'll like Campbell's Chicken Soup!"

Columning will have lost one of its keenest wits if some newspaper doesn't snap-up F.P.A., recently released by the New York *Post*. The world of today needs his kindly humor in a great big way, in the opinion of this disciple.

News as I would like to write it:
"The deer was no match for Brown,
who was armed with a high-powered
rifle, 'I looked him right in the eye
and let him have it,' Brown said
proudly. 'It's more fun than skeet
shooting, Targets don't bleed.'"

"Men of genius are queer birds," says M. I. Pitkin, in Cosmo politan's "The Better Way." But most of the

queer birds I know are not geniuses, except in their own unqualified opinion.

I contributed my mite to the USO, albeit with mixed feelings. When I was draft age, I had no trouble putting in my spare time. Recently a youngster at Fortress Monroe gave me the notion that he lived for Sunday, when he could stay in the hay and thumb a figurative nose at the demon bugler. Leisure is no problem for him.

Use your in-laws while you may— They will live with you some day.

Wonder why the pill-purveyors pack them in oversized bottles, filling the phony space with about a yard of cotton?

And while the wonder-lust is on, why does the last guy coming up to the elevators push through the crowd to push the button? What does he think they are waiting for, an elevator?

Fred Brinck clips an item from the newspapers showing who got what defense-orders. A maker of grave-vaults drew a contract for \$889,100 worth of shells. Fred thinks that's making assurance doubly sure.

As I write this, our morning papers make some mention of "non-essential industries." It has an ominous sound. Who's going to decide what is and what is not "essential"?

"Men and women wanted to sell colored people," says the Sweet Georgia Brown Co. in Grier's Almanac. The preposition "to" is understood and the proposition is, too.

In the same issue, Mr. Luck's Curio Co. says: "Oh, how wonderful it is to hold a beautiful girl in your arms and plant a loving kiss on her soft, yielding lips. But you must know How to Win Kisses, if you want to get your share." Oh, I have to learn something first?

This one ought to get 'em: "Bewitch others. Make them love you. Wield powerful love control. Secure clever woman's private methods (confidential). Get special charm. Revealing book, introducing you to new power, only 10 cents (sealed). Gardin B. E., Box 423, M. S. S., New York." Brother, can you spare a dime?

For those among us who like the music of words, I'd like to quote again from a master, Mr. Pitkin: "Probably you like epigrams, too. They tell truth briefly. They fuse sense and sound. They sparkle and snap and sting. They philosophize . . . in cap and bells.

0

el

ra

"They hurt . . . like pleasure. They please . . . like pain. They trick the ear, ambush the mind, startle the soul. They reduce epochs to a phrase, continents to a quip, and lives to a line. They are distilled meditation . . . elixir of observation . . . essence of experience. They are lightning from the storm-clouds of controversy . . . tambourine notes in the verbal orchestra. Life in a lozenge."

Capsule Caricature: He was only a couple of letters away from 77B.

Louise Surgison writes: "I am sorry you don't allow puns in your column, because I wanted to tell you that the recent local Jewelers' Convention turned out to be a real gem-session."

In a local column, Ben Greenblatt tells about an optician's daughter . . . two glasses and she makes a spectacle of herself.

H. Obermeyer comes back at a couplet of ours with this:

I wouldn't give the mitest dribble To read a book I couldn't scribble.

Hearing Miss America on the Eddie Cantor show reminded me that I had seen King Neptune crown her in Atlantic City last month, through the kindness of the Hotel Dennis management. The newspaper photographs hardly do her credit. She's a blond dish, who came from California to Atlantic City to get to Hollywood, I hope.

In the emergency, the accent is on the urge.

The Bronx Zoo has a blue parrot. He probably talked himself blue in the face.

Any laundress is entitled to beef, whine, and iron.

Uncle Sam should not be caught napping at "Wake" Island.

T. HARRY THOMPSON

# Middle-Class Living Rooms: Unexploited Market No. One

(Continued from page 21)

niture goes to living rooms, one-third of the floor coverings, one-fifth of the electric appliances, two-thirds of the radios, and half of the lamps and draperies, then the furniture item works out to approximately that indicated by the Bureau of Census figures, and the total living room market to \$700,000,000 a year, or \$20 per family per year. That doesn't seem very large, does it?

Look in your own living room look in any living room—and you will find things which the housewife would like to throw out and replace if she were able to do it advantageously.

Toward the conclusion of the interview, Ross Federal workers said to housewives: "Are there any items of furniture in your living room at the present time which you would be very glad to replace if you were able to get some kind of a trade-in allowance on your present items?"

Approximately 50% of the middleclass housewives in Des Moines, Seattle and Springfield said "Yes," 25% in Houston, and 30% in Atlanta. The average affirmative response

### Trade-in: Excuse for Buying

This seems significant to marketing men as offering a positive lead for future business. It is true that a few credit stores have offered deals of this kind, but they have never been fostered by manufacturers or by big department and furniture stores. Yet the plan seems thoroughly reasonable since it is obvious that much of the replacement purchasing of automobiles, radios, refrigerators and many other electrical equipment items can be traced directly to the trade-in policies which have been formulated by manufacturers and retailers in those lines.

The average housewife may have a sofa which has a few more years of life but for which she has lost all enthusiasm. Still, she has no fairly practical excuse for throwing it out. Furthermore, if she is a city dweller, where is she going to throw it? She can't stick it in the garbage pail; she can't burn it in the incinerator.

But if a reliable store told her, "We will give you a \$15 allowance on your old sofa if you purchase a new one from as," she would be able to solve



# JUST WHAT WE'VE BEEN TELLING YOU!

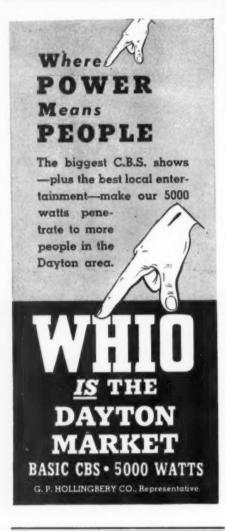
"Troy," says Dun & Bradstreet\*, "is the center of a compact metropolitan area, embracing the adjoining communities of Watervliet (16,114), Cohoes (21,955), Green Island (3,988) and Waterford (2,903). This area has received direct defense orders of about \$21,500,000, of which less than half are scheduled for delivery this year. Over \$14,000,000 represents orders for armament placed with the Watervliet arsenal. Precision instruments, textiles and steel account for most of the balance. Industrial output is expected to be substantially accelerated by defense activities, as there is no unusual curtailment of civilian production . . ."

All of which is just what The Record Newspapers have been saying about the Empire State's lowest cost major market right along.

There's just one way to get coverage of this booming sales field. Schedule Troy's sole dailies, which for a single rate of only 12c per line will place your message in virtually all of the 31,860 homes here.

\* In their report, "Trailing Defense Dollars Into Local Markets."

THE TROY RECORD
NEWSPAPERS THE TIMES RECORD
THE TROY RECORD TO J. A. VIGER, ADVERTISING MANAGER



two problems at once: A way of getting the old sofa out of the house and finding an economic justification for the purchase of a new one.

The Ross Federal men also asked each housewife, "Is there any one item in your room that you especially dislike?" "Yes," answered 26% of the women; "No," 76%.

They were also asked, "Do you have a frequent desire to move the furniture around in your living room and change the appearance of the room?" "Yes," said 75%; "No,"

25%.

The corollary to the question above was, "Is your living room such that you can make these changes in furniture arrangements?" "Yes," said 58%; "No," 42%.

Another feature of the inventory

Another feature of the inventory work was a tabulation of the number of electrical outlets in living rooms. The score sheet shows:

None			0					0		0	0		0	0	1.2%
One		0										0			12.7
Two				0					0				0	0	26.2
Three					0		0	0		0	0	0		0	17.2
Four									0		0				19.0
Five o	)1	0	n	ni	11	e									23.8

Interviewers also made a record of the number of outlets in use (hooked up) and the tally showed:

,						-								
None		0				0	0							1.8%
One	0	0					0			0	4	0		14.3
Two	0	۰			0		9	0	0	0	0	9	0	28.8
Three				٠			۰			0	0			19.8
Four				0	0			0	0					19.4
Five o	r		n	20	)1	re								162

Housewives were asked whether or not they thought additional outlets were needed and if so, how many. Their answers:

None									66.7%
									13.3
Two									15.3
Three	9						0	0	2.5
Four									

They were also asked about the frequency with which the living room is used as a dining room or as a bedroom. As a dining room it is used regularly by 1.6% of the families, occasionally by 5.7, and never by 92.7%.

As a bedroom, it is used regularly by .6%, occasionally 10.2, never by

39.2%.

All of the interviews, as pointed out above, were made with housewives occupying single-family houses; had the apartment dwellers been surveyed, it is probable that the number using living rooms as dining rooms and bedrooms would have been much greater.

As a final part of the inventory work, the Ross Federal men made a record of the wall finsh. The results:

Paper				0	9			0	0	0	0			83.8%
Paint														14.9
Spong	e,	C	aı	3	V	as	i,	1	h	r	S	ic	1-	
ing,														
and		te	X	-t	0	n	le		•	C	0	n	)-	
bine	d				_									1.4

Walnut was the most popular wall finish—54%—followed by mahogany 38%, and then dropping down to oak, 5.3, maple, 2.2, and a dozen other finishes each having less than 1%.

Housewives were asked the date in which the last decorating was done in the living room and when the next decorating would be done. The answers show that the average living room was last decorated in the latter part of 1938. The figures are:

1941											12.9%
1940							*	*			17.6
1939											20.2
1938											14.3
Prior	t	0	1	9	3	8					35.0

Only 35% of the women had any positive ideas on when they would next decorate the living room. Their answers reveal the following plans:

1941			٠							3.5%
1942				9		0				13.3
1943					0	0				7.8
1944	0	0								5.1
1945										1.8
1946							0			2.5
1947				,						.6

The November 1 issue will carry an analysis of the master bedrooms in the same 511 middle-class urban homes.



# Never Underestimate the Power of a Woman!





THE LARGEST AUDITED MAGAZINE CIRCULATION IN THE WORLD - CURRENTLY 3,800,000

OCTOBER 20, 1941

# Crane Co. Cracks Taboos to Help Plumbers Stock and Sell More Fixtures

Local plumbing dealers were forgotten men, despite manufacturers' national advertising. It was mainly their own fault. With "revolutionary" displays, educational meetings, Crane shakes them out of the rut. They, and buyers, like it.

WING to a survey made last year by an independent organization, Crane Co., of Chicago, has been enabled to attack one of its major problems successfully. This survey, nation-wide, determined that of the people who could name a brand of plumbing, 83.3% mentioned Crane. But here was the catch:

Of the people who were able to name a maker of plumbing equipment fewer than one-third could name any

local plumbing contractor!

In other words, while 83.3% of the people were familiar with the Crane name, and presumably knew something of its products, a surprisingly small proportion of them could answer the question, "Where do I buy it?"

Armed with these facts Crane Co.,

Armed with these facts Crane Co., early last Spring, launched a campaign to convince plumbing dealers and contractors that it is not just enough to install plumbing fixtures. They must, it was pointed out to them, become retail dealers and, as such, perform all the functions of retail dealers.

The plumbing dealer was told that he should do four things:

1. Stock the merchandise.

Display the merchandise, properly priced.

Service the merchandise after installation.

 Advertise and promote bis business in many different ways.

The result of this thinking was a series of approximately 140 dealer meetings attended by more than 15,000 persons, mostly dealers and their salesmen. What happened inside the plumbing industry was more than surprising. Much of the program was revolutionary. It caught the imagination of the plumbing dealers to the extent that within a few months 40% of those with stores put in new displays which required actual products. In order to get more Crane displays,



"Our business is different," plumbers have explained; "we can't use people's pictures in point-of-sale displays." But when Crane supplied them with the small boy above, life-size, both conservative plumbers and the public went for him in a big way.

The life-size store and window display, at right, likewise aroused keen interest and wholehearted cooperation among plumbers. Its novelty enabled Crane to put across the whole merchandising plan by which pipe and porcelain peddlers are changing into astute merchandisers.

and products, into more stores, the company worked out a background imitating a tile wall through the use of Masonite board which would take an enamel. Previously, building a display had been expensive as it was the custom to install with permanent tile. Crane gave the new background to the dealer without cost. The only requirement was that it be kept on display

six months. Because of this new display method, thousands of plumbers have increased the number of their displays or are using displays for the first time.

The meetings that so focused the attention of the dealers were carefully organized and consisted of two parts:

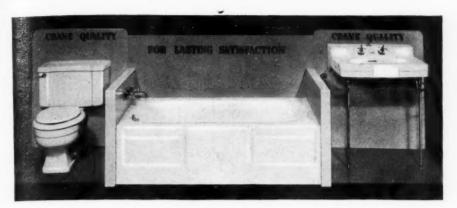
1. A movie giving complete information on the manufacture of plumbing wares. This movie, while designed to give the dealer product information, was planned to do a selling job with the public through its gen-

eral story form.

2. Merchandising helps available to the retailer. (a) Product display. (b) Direct mail, bill heads, letter heads; "Home Desirable," (a consumer magazine for dealer mailing to customers and prospects); how to build prospect lists. (c) Dealer identification; valances, decals, job signs, dealer identification sign. (d) Window and inside-the-store displays; lithographed cut-outs. (e) Planning service on bathrooms, kitchens and basements.



SALES MANAGEMENT



Plumbing dealers had always built exhibits with permanent tile backs. Crane devised this less costly type, using Masonite board. Supplying them without cost has resulted in a vastly increased number of displays at point of sale; many dealers using displays for the first time, others more displays.

The results were, many new dealers, improved relations with old dealers, and greater appreciation of merchandising and sales helps which in turn brought increased sales of fixture display backgrounds and fixtures for displays; better reception for new display pieces; increased use of direct mail by dealers including an enormous increase in the number of dealers using "Home Desirable," etc.

W. S. Allen, sales promotion manager for Crane, tells SM a little story of the inside working of the mind of the plumbing industry. It seems that the industry, right up to yesterday, has had one strict taboo. In displaying bathroom fixtures, and bathrooms, it had never used cut-outs or figures of people-men, women, or children-to attract attention.

"Our business is different," they would say whenever the subject came up. They thought the public would not accept the idea. Suggestive, immoral, or something like that. Sure, such things might be done with soap cosmetics. Wearing apparel, growns, silk hose, corsets or nighties, yes. Women and children might be used in color in national magazine advertising for bathroom and plumbing but in point-of-sale advertising never!

Crane, 86 years old, has gone along with this theory throughout all its long past. But last Spring, in a moment of supreme courage, it decided to break away, come what might. It retained Frances Tipton Hunter, famous painter of children, to do a picture of a typical small boy, which (see reproduction on facing page) was made into a life-size cut-out for point of sales display.

The management liked the idea so well that it ordered several thousand of them. The cut-outs were introduced at the first meetings with some trepidation. To the surprise of everyone the dealers, having never seen anything just like that, broke out in applause.

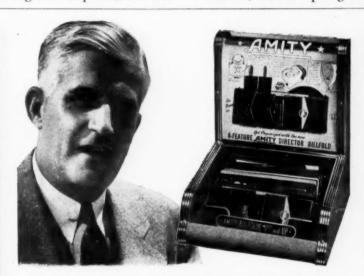
And the whole print run vanished from the stock rooms like the dew. Taking courage from that, the management had the life-size picture of a plumber painted. This, too, was combined with a brief selling message to make a cut-out display for use by dealers. Cut-outs were made of the man holding the blue-print of a house.

The plumbing dealers grabbed at that, too, and to the surprise of the Crane management many of the more progressive of them turned original. They had their own faces photographed and blown up to the size necessary and pasted them over the faces of their model cut-outs. That was an unforseen step in tying-in themselves with the advertising.

Do you think those cut-outs didn't get prominent displays! Unexpected impetus was given to the whole campaign. It helped amazingly in the acceptance of the entire project.

How a simple innovation like this can put new life in an industry is shown by letters which came in to Crane's executive sales heads. A district manager wrote:

'The cut-out displays were received by the plumbers with open arms. They felt that definite steps were being taken to develop the plumbing business along new merchandising lines. If we can have subjects like these and promotional ideas in this manner in the future, we can expect great things



# DEALERS HAVEN'T TO SELL YOUR PRODUCT!

Don't expect dealers to push your product they simply haven't time, and they're not particularly interested. Provide a counter or floor display and give your goods a chance to sell themselves. Crystal Displays do get preferred floor and counter space.

Let us work with you. Our big, illustrated, 56 page book, "DISPLAY IDEAS" is FREE. Write for it today, — on your letterhead, please.

CRYSTAL MANUFACTURING COMPANY
1725 DIVERSEY BLVD., CHICAGO REPRESENTATIVES IN PRINCIPAL CITIES



# GIBBONS KNOWS CANADA

J. J. GIBBONS LIMITED · ADVERTISING AGENTS

from our dealer meetings and getting attendance will be an easy matter.'

The high point of the meeting came with the unveiling of the cut-outs," wrote another. "When the curtain was drawn back there was a momentary complete silence and then a spontaneous round of applause-the like of which I have never before had the experience of witnessing at any dealer meeting of any kind. More than 100 persons were sufficiently inspired by these new pieces to send up a rousing vote of appreciation to our company.

Another innovation, and one so

simple and natural that it seems odd that it had never been tried before, brought the "boys" up on their toes. It seems that in the last few years women have been gaining a stronger and stronger foothold in the plumbing business. It probably started with employing stenographers in plumbing stores and contracting establishments. Shortly it was found that women salesmen could talk freely with women buyers of bathroom fixtures. So they marched more and more into the picture. Some of them advanced to office managers and others into partnerships.

But, strangely enough, the super-

modest plumbing industry had never asked the women to its sales meetings. Connecting women openly with lavatories, toilet bowls and bath tubs was verboten. Woman to woman, perhaps. But with men in the crowd-unthink-

Well, the innovation at the Spring meetings that gave the plumbers the shock of their lives came when Crane frankly and openly invited all these women to the meetings to see, learn and talk about plumbing. The women marched in without a blush and their presence, it might be added, put decorum and business-attention into the meetings as never before. Plumbers, in the long run, are mostly technical fellows. Skilled in the scientific application of the business, they often miss some of the finer points of the sales job. Women, loving beauty, and not technical by nature, when given the chance today are as a rule doing a very good job in plumbing salesman-

# Tin Tub Selling Is Out

At least that is one of the Crane theories and the management means to makes the most of it. It is pushing a technique that seems to have new possibilities in it.

In its promotion work Crane this year offered four distinct programs. These were: No. 1, for smaller plumbing contractors without a store; No. 2, for larger plumbing contractors without a store; No. 3, for smaller plumbing contractors with a store; No. 4, for larger plumbing contractors with a store.

Promotion materials, available through Crane Co., were suggested for each. The more elaborate programs included merchandising folders, small folders and booklets, before-and-after postcards (showing actual photographs of jobs before and after remodeling), fixture display backgrounds, electric signs, cut-outs, prospect cards, cuts or mats for newspaper advertising, letterheads and envelopes. For the smaller dealers the promotional job was trimmed to size.

"The Making of American Homes," a sound movie, partly in color, running less than 30 minutes, illustrating processes of modernizing a bathroom and creating an up-to-date kitchen, was used as an interest-getter at the meetings. In 16mm., it is available for special showings before groups. Educational, it is aimed at home owners or intended home owners. It was made by Atlas.

We have felt that while the plumbing industry has been in the forefront in modernizing its wares and building utility and beauty into them,'



# TO THE STRETCH!

Magazine linage records for nine months of 1941 have been published in the advertising journals. These records show Popular Mechanics, at the three-quarters mark, far ahead of other magazines appealing to mechanically-minded men.

### First in Total Linage for the three First in Total Display Insertions. quarters of 1941.

Popular Mech	ani	CE	8.		 		146,930
Magazine No.	2.			0	 		112,560
Magazine No.	3						65.587

Popular Mechanics led magazine No. 2 by 30.5% and magazine No. 3 by 124%.

### First in Display Advertisers.

Popular N	fech	an	i	C	S								523
Magazine	No.	2						0	۰	0			419
Magazine	No.	3	,		8		*					,	230

Popular Mechanics led magazine No. 2 by 24.8% and magazine No. 3 by 127.4%.

### First in Exclusive Display Accounts.

Popular Mech	an	ic	8	0	0						168
Magazine No.	2				0		6		۰		69
Magazine No.	3			0		0		0		0	41

Popular Mechanics led magazine No. 2 by 143.5% and magazine No. 3 by 309.8%.

Popular N	fech:	ar	ni	c	S						2499
Magazine	No.	2						9	0		1917
Magazine	No.	3			0		0		۰	0	1078

Popular Mechanics led magazine No. 2 by 30.3% and magazine No. 3 by 131.8%.

### First in Classified Advertising.

Popular N	Iech:	an	i	C	s						7349
Magazine	No.	2							0	0	4369
Magazine	No.	3									2985

Popular Mechanics led magazine No. 2 by 68.2% and magazine No. 3 by 146.2%.

This five point domination of the field by Popular Mechanics must be due to the results obtained by advertisers.

When you plan advertising for any goods men buy or have a hand in buying—for the year of 1942—use adequate space in Popular Mechanics, the 25-Cent magazine-first in the mechanical field in linage, in advertisers, in exclusive accounts, in insertions, in classified.



200 East Ontario St., Chicago · New York · Detroit · Columbus

says Mr. Allen, "it has been backward in streamlining and dramatizing its

sales story.

We do not believe that the plumbing industry is different, or strange, or that there are any barriers against merchandising through showmanship. We think that the public's mind is better tuned to respond to color, beauty, drama and glamor than to the finer technical points of installations. In other words we are confident that the average mind will react better to a discussion of simplicity, efficiency, cleanliness and handsome lines, if the problem is one of heating for example, than if the seller goes into B.t.u.'s, octanes or ergs.

'It's our belief that the public buys plumbing for just the same reason that it buys a Coca-Cola or a new hatsimply a desire to have. Develop the want sufficiently and the sales job is done. The same fundamental psychology appplies to all selling. Display of wares is important. Seeing spurs the imagination. The best way to introduce new products is to stock them in

sales rooms.'

## Meetings Galore

One of Crane's chief aims in bringing plumbers into its 140 dealer meetings was to impress upon them the necessity of meeting modern competition in the retail selling field with the merchandising methods modern retailers in all fields are using. It was pointed out to them that the plumbing and heating business is divided into two classes:

1. New Building. In this case it is necessary for the dealer to maintain contacts with architects and builders of all types so that he can figure on new

2. Modernization. It becomes increasingly important as new building diminishes. This part of the market requires more of the general type of advertising and sales promotion. dealer must reach the consumer direct through the medium of newspapers, direct-mail, house-to-house canvas, job signs, and general good-will advertis-

In the dealer meetings the climactic

message was this:

r

d

This year there will be many opportunities for the progressive plumbing and heating contractor to make money. Plant expansion means more small houses. More small homes mean a big market for plumbing and heating. The contractor who steps out and promotes his business is bound to see profitable results.

The important thing is to get started\_NOW!"

AKRON BEACON JOURNAL CIRCULATION GOING

Month of Sept., 1941



These figures tell the story more convincingly than words

90,162

Average Net Paid Circulation for periods noted: DAILY SUNDAY Month of Sept., 1938 95,544 61,460 6 MONTHS PERIOD 97,391 6 MONTHS PERIOD 69,171 77,470 87.012

NET GAIN FOR 3 YEAR PERIOD ..... 11,909 25.552

108,741

# AKRON BEACON JOU

Represented by: STORY, BROOKS & FINLEY New York, Philadelphia, Chicago, Cleveland, Los Angeles, Atlanta



CIRCULATION 17,440 17.922 CIRCULATION 18,779 CIRCULATION 20,082 CIRCULATION

REPRESENTED BY STORY BROOKS AND FINLEY INC.

# Educational "Remote Control" Builds Bigger Market for Albers Feeds

By showing farmers how to utilize scientific hatchery and growing methods, discovered in its laboratories, and rewarding application of these methods with a "seal of approval," Albers is improving both chickens and eggs on the Pacific Coast. Its poultry feeds volume is up as a direct result.

As told to Mandus E. Bridston

BY MERTON MOORE
Research Director, Albers Bros. Milling Co.,
Seattle.

HE manufacturer the success of whose product depends upon factors beyond his immediate control, has a real merchandising problem on his hands. The problem we faced at Albers Bros. Milling Co. was this: How shall we increase sales of our poultry feeds when their success depends, in the last analysis, upon the number of healthy chicks born and bred in our territory? The answer seems obvious enough: Devise some method of surpervising the production of eggs and chicks.

In our experimental laboratories, and at our Carnation farm where we maintain large poultry flocks for experimental purposes, we had done years of research in animal nutrition, specializing in the study of poultry feeds. We had produced feed of high nutritional value and evolved more efficient poultry farming methods. Our job, then, was to induce hatchery men, poultry farmers and dealers to use the scientific methods we recommended.

Poultry farming isn't the haphazard business it was at one time—chicks are no longer allowed to "jest grow." Poultry today is fed carefully and scientifically. Genetics-minded breeders have revolutionized poultry feeding because, with selective breeding, they have produced poultry flocks that come close to averaging 250 eggs per hen a year, as compared to an annual average of 150 eggs per hen a few years ago.

Obviously the high-producing poul-

try flocks of today must be supported by the best that nutritional science can offer. Not only must "Biddy" receive a well-balanced ration of proteins, carbohydrates and fats, but these must be of certain types and qualities for proper assimilation. Furthermore, vitamins and minerals in proper proportion must be included in the diet. In addition, we are now experimenting with glandular protection for chicks.

But such research work isn't limited to finding the best feeds for baby chicks—it includes also the search for the most nutritious feeds for hens grown for breeding purposes. In fact, it was the pre-natal influence of feeding on chicks that started our new venture in poultry feed merchandising.

Our laboratory research has proved that the vigor, "live-ability," and ultimate producing ability of these chicks are partially dependent on the feeding of the hens used for breeders. Vitamin factors of the feed are the most important of all. To give adequate protection to chicks the vitamin content of the breeders' rations must be carefully calculated, checked regularly at the factory.

Every Spring thousands of poultrymen on the Pacific Coast who are regular uses of Albers poultry feeds, get a crop of baby chicks to be raised to maturity for egg production. These chicks are produced by hatcheries, which, in turn, buy eggs for hatching from recognized poultry breeders.

For obvious reasons we are anxious

that the poultrymen get the best chicks possible, not only for their own protection, but in order that our feeds be given the best chance to prove themselves. Even the best feed cannot made good pullets out of sickly chicks.

To insure the birth and growth of healthy chicks, about a year ago we began supervising, in our territory, hatcheries' production of chicks which would ultimately be sold to our customers. Since these hatcheries are independently owned and operated, it was, only through friendly cooperation that we could get anywhere with our program.



This large street sign is supplied to dealers who cooperate in the supervised chick program.

We asked them to do three things:

1. Buy hatching eggs only from breeding flocks tested for pullorum disease (a poultry disease, usually referred to as "BWD," transmitted to the chick through the egg.)

2. Insist that breeders use Albers Breeder Mash exclusively.

3. Use only yearling or older hens as breeders.

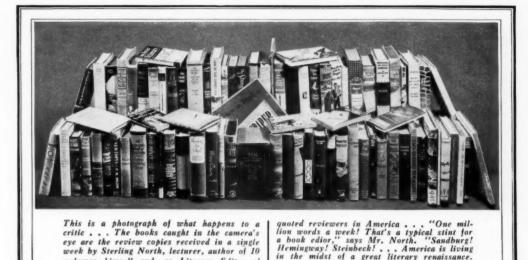
The third requirement was the most drastic and the only one that did not meet with instant understanding and approval. But any difficulty was overcome when hatcherymen were convinced of its being really a measure to protect the poultrymen against disease breaking out in his flock. For instance, the so-called "range paralysis" seems to defy all efforts to provide a specific cure, and the only protection is natural immunity. That older hens have



MOC for Tri-Cities

Ask your Agency to ask the Colonel!

FREE & PETERS, Inc., National Representatives



# This is a photograph of what happens to a critic . . . The books caught in the camera's eye are the review copies received in a single week by Sterling North, lecturer, author of 10 volumes himself and, as Literary Editor of The Chicago Daily News, one of the most The Vital Community The Vital Community

# What the World of Books Reveals to THE BUSINESS EXECUTIVE

IN 1930 The Chicago Daily News carried 69% LESS book advertising than the next ranking newspaper in Chicago —morning, evening or Sunday.

In 1940 The Chicago Daily News carried 99% MORE book advertising than the next ranking newspaper in Chicago—morning, evening or Sunday.

Remarkable reversal!

to

rs

ns

st

ot

nd

T-

n-

to

ce.

ms

fic

at-

NT.

"Yes," the business executive will probably admit, "but what's that got to do with selling what *I've* got to sell?"

There is an answer. A sound and conclusive answer. And the experience of book advertisers gives it.

### THE SHIRT BUT NOT THE PANTS

PUBLISHING books is a valiant and extra-hazardous enterprise. Book publishers are traditionally accustomed to losing their shirt betting on new manuscripts. But they are exceedingly stubborn about losing their pants.

Consequently, promotional pushes for any one single book are, as a rule, cautiously confined to small—yes, what many industries would consider infinitesimal—appropriations. For example, one of our big soap manufacturers will spend more for advertising in a year than all the book publishers and book sellers of the nation put together.

Note: Percentages refer to the linages of Retail Book Stores and General Book Publishers reported by Media Records, Inc. The book man's media list has none of the heroic, panoramic sweep of the audacious national advertiser. It is a very cozy affair, very hard to crash, and very easy to get off of—unless!

of Eager Minds

How responsive is your audience? That's the question the book man never forgets in measuring an advertising medium. This question constitutes his first and his last measure.

And to the book man's measure The Chicago Daily News has fully measured up.

# THE COMMUNITY OF EAGER MINDS

DURING the depression decade Daily News readers continued to buy books—and in even greater numbers.

Response Alive, alert response from a community of eager minds, The Daily News community of over 1,250,000 readers!

And in their turn book advertisers responded, too; kept placing more and more and more advertising in The Chicago Daily News until in 1940 The Daily News book linage volume mounted to nearly four times that of 1930.

Eager minds, searching minds, thinking minds, imaginative minds, expanding minds—those are the minds that reach out for *books*.

And just as they are always responding to the good bestowed upon them by the printing press, so are they always responding to *all* the good things the good earth has to offer them. The readers of The Chicago Daily News are responding people.

No advertiser, no matter what he has to bring to market of honest merit, can ever go wrong by cultivating people who are eager to cultivate themselves.

For three generations The Chicago Daily News has been examined, selected, accepted and approved by the same character of families representing a home-reading community without duplicate in the Chicago Metropolitan market area. These Daily News families possess the eagerness to buy, the means to buy and the need to buy to maintain their superior standard of living.

# THE CHICAGO DAILY NEWS

The Newspaper of First Importance
In the Important Chicago Market

with a Home Circulation of 465,000 . . . more than 1,250,000 Readers

DAILY NEWS PLAZA: 400 W. Madison St., CHICAGO • NEW YORK OFFICE: 9 Rockefelier Plaza DETROIT OFFICE: 7-218 General Motors Building • SAN FRANCISCO OFFICE: Hobart Bldg.



# MAKE EVERY MINUTE COUNT... SOUTHWEST

Cut miles to minutes on trips between the defense centers of the vast Southwest. Fly Braniff serving Chicago, Kansas City, Wichita and the major cities of Oklahoma and Texas.

Cooperating with the national effort, Braniff provides fast, convenient, time-saving schedules, as well as all the comforts of Southwestern hospitality . . . gets you there ahead of time . . . refreshed, ready for the work ahead.



OPERATED IN THE INTERESTS OF COMMERCE, THE POSTAL SERVICE AND NATIONAL DEFENSE

developed this immunity to a certain extent is proved by their having survived the first year, when this sickness

most often occurs.

The problem of "selling" this program to hatcherymen proved easier than we anticipated. To those who agreed to meet the requirements we gave permission to use the term Albers Approved Hatchery." Furthermore, we offered to support hatchery sales promotion in every way we could.

Some of the largest hatcheries on the Pacific Coast accepted our plan immediately. When their advertisements appeared labeled as "Albers Approved Hatcheries," other hatcheries asked to be included on our list-even without being solicited. We now have listed approximately 125 hatcheries—a good proportion of the total number in the three Pacific Coast states.

Our field men who visit poultrymen and assist in solving poultry problems for the individual farmer, also visit the hatcheries to see that they are meeting the requirements. If one fails to do the three things agreed upon, it is immediately removed from the list. This supervision is necessary to make the plan work. Good faith all around is the secret of the program's success.

# Open New Outlets

We have been able to help the hatcherymen in many ways. Besides providing the usual merchandising helps, such as stickers featuring 'Albers Approved Hatchery," imprinted with hatchery name, etc., we have encouraged our feed dealers to sell chicks. This has given hatcheries a new outlet, and so successful has this venture been that it may have a wide influence on chick merchandising of tomorrow.

Some of our Albers Authorized dealers sold from 50,000 to 70,000 chicks during the season, most of these going to back-lot poultry houses. For instance, one of our dealers sold 10,000 chicks, with no order larger than 25. The bulk of this was "plus" business for hatcheries, most of which sell wholesale lots to larger poultry farmers.

To induce our dealers to take on a line of live chicks was a promotion problem in itself. However, we solved it by selecting the most promising feed dealer in a neighborhood, offering him exclusive dealership rights, and then backing him with strong promotional help.

Our first step in promoting live chick sales among our dealers was to arrange a good chick display, with a battery brooder the center of attention.

Kindred merchandise, such as chick equipment, remedies for poultry ailments, and various types of feeds were strategically arranged to make an effective display ensemble.

A photograph of this display was used as a frontispiece of the mailing piece sent to all dealers. In this folder we emphasized the extra profits for dealers to be erived from selling

This folder also gave the complete story of Albers Approved chicks sold by Albers Approved Hatcheries as an added protection to the poultrymen against disease-infected chicks and a general assurance of their being the healthiest chicks scientific research can produce.

Complete instruction for an effective display was included in the folder. Suggestions were made as to types of merchandise to be displayed, use of Albers printed paper bags for small lot sales of feed, feeding directions, etc.

### A Mark of Distinction

Authorized dealers were also provided with a large street sign which "We Sell Albers Approved Chicks." A chick cut-out, four feet by three feet, this sign was supplied the dealer for \$30, or 50% of actual cost.

With this set-up it was rare for any of the 750 Albers Authorized dealers who handle chicks to sell less than 10,000 during the season, and the group averaged closer to 50,000. This gave them added profit and, of course, it brought splendid cooperation from hatcherymen on our bigger program of supervised chick production.

We found that the hatcheries most anxious to breed healthy chicks welcomed our plan of supervision and approval. They realized that to get on this Albers Approved List was a distinct recognition of merit. The Approved List is never used as a club to force hatcheries into line. We do not distribute printed copies. It is publicized only through our field men discussing it personally with any poultryman who expresses interest in buying Approved Chicks. The list is revised weekly, new names being added or the names of hatcheries that have failed to meet requirements, removed.

This problem has proved successful beyond our expectations. We can safely say that 97% of the hatchery-men have expressed enthusiastic approval. Poultrymen have reason to be pleased, and the increase in sales volume of our poultry feeds, especially breeder mash, more than justifies the promotional effort and expense involved.



what are you doing to back them up?

When prices sky-rocket-when shortages become acute-when substitutes are prevalent-who bears the brunt of the attack? Dealers, obviously, because they meet the consumer face to face.

These are trying days in business relationships between manufacturers, dealers, distributors, and long friendships are often strained. Satisfactory business relationships are often broken when priorities and shortages control distribution.

Your dealer program now may mean the success or failure of your company in the future. Right now your dealers are out there facing the barrage of customer bellyaches. Why not find out how they feel about you and your products today? Then plan your program on facts gathered by an independent, experienced, unbiased organization. From 32 offices coast to coast, Ross Federal stands ready to work for you in one market or many. Call them today.

### WHAT ROSS FEDERAL DOES'-

CONSUMER INTERVIEWS

Person to person-by telephone or mail

RADIO COINCIDENTAL SURVEYS

CONFIDENTIAL SHOPPING STUDIES

DEALER INTERVIEWS

Inventory and point of sale display checking

READERSHIP STUDIES

OUTDOOR ADVERTISING CHECKING

TRAFFIC CHECKING

\*For a detailed presentation of Ross Federal's many research services write for a copy of SOUNDINGS.

ROSS FEDERAL RESEARCH

CORPORATION · 18 EAST 48TH STREET, NEW YORK

AND 31 KEY CITIES FROM COAST TO COAST

OCTOBER 20, 1941

e

y

t.

ıy

rs ın

ne

iis

e,

m

m

el-

nd

et

a

ub

do

is

en

nv

in is

ng

nat

re-

ful an

ryap-be olilly

the in-

NT

[43]

# Printers Take Own Medicine to Sell "Packaged" Printing Plan

Paper and ink, any printer will tell you, are fine salesmen for all products. But they seldom use them for their own wares. Under the sponsorship of William E. Rudge's Sons a set of portfolios provides a crack salesman for even the smallest print shop.

A LTHOUGH printing is used extensively to sell most products and services, printers themselves are not as a rule well versed in the art of salesmanship. One reason, probably, is that the industry is decentralized, consisting of many small units, few of them large enough to employ competent sales administrators. As a result, most printing is bought, not sold.

William E. Rudge's Sons, Inc., New York, with a tradition of fine printing behind it, is one of the few in the industry which takes selling seriously and has won a reputation for it. Through experiment and plugging away at its problems, it has learned about markets for printing and about getting jobs without cutting prices, by capitalizing on ideas, good service and high-quality work.

Somewhat over a year ago Frederick Rudge, president of the company, converted three suppliers in the industry to the plan of joining hands in a cooperative campaign to educate U. S. printers in better methods of salesmanship. The three were American Type Founders Sales Corp., Elizabeth, N. J.; Mead Paper Corp., Chillicothe, Ohio, and Strathmore Paper Co., West Springfield, Mass.

Converting these suppliers was not especially difficult, because, as R. B. Huddleston, advertising manager of American Type Founders, puts it: "Anything that helps the printer, or helps sell more printing, helps ATF. Hence our interest in more and better printing. Like most machinery manufacturers, we are having our difficulties adjusting our domestic production to the defense effort. We are making munitions, in addition to our presses and type, but up to the present time our domestic production has not been curtailed because of a shortage of

Frederick Rudge's idea, which has now been put into practice, is a packaged sales plan to enable printers to sell effectively to various types of markets. The firm evolved a set of portfolios and enlisted the cooperation of printing organizations in other localithe use of salesmen in talking to pros.

m

CO

pects.

The suggestions accompanying groups of samples are of such nature that the prospect would almost inevitably be impressed by them. For instance, there's a recommendation to make "all your accessories conform to your name design" in the menu book, opposite a page to which are attached an "ensemble" of printed pieces that might be used by a restaurant—a sugar wrapper, sales slip, paper napkin, advertising card and menu, all in related color scheme and design.

INDUSTRIAL CATALOGS From the Sales Service Department of WILLIAM E. RUDGE'S SONS, INC. In planning your catalos, upon what particular item do you place the suphasis? Here is a suggested list of points that might be checked. 1. The particular interests of your readers; usually technicals are interested in the machanical advantages of your products, while the executive is probably more interested in their profitability. Adequate proof supporting all the claims of your product made by you. Convincing the reader that you understand his problems and speak his language so that he will refer future questions to you. 4. Justifying the price of your product. Thoroughly covering the desirable qualities of your product, pertaining to its safety in use economy simplicity of construction and operation durability precision Giving useful reference data, which will make your catalog too valuable to throw away. Enclosure of a card offering further info tion or a sample useful to the prospect Your ability to fill orders promptly and accurately. Olear and effective reproduction of trade 10. Listing businesses using your products. 11. The location of your sales offices (listing or employing a map to show location from a distribution point of view.) 12. The display of local dealers' imprints. 13. Listing all of the company's products (lib-

Check-lists such as this for industrial catalogs aid small printing firms in making a big-time presentation.

ties in trying them out. This has now been boiled down to a set of six, devoted respectively to: House organs; industrial catalogs; letterheads; "retail visuals"; wine lists, menus, programs for special occasions; and literature classified under the head of public relations—anniversary books, employe and stockholders' reports, and institutional pieces.

In each of these there are examples of literature in the classification, with advertising text that is, in reality, selling points that a good printing salesman might bring up with his prospect; and check-lists also designed for Then there's a suggestion that programs for promotional events have gadgets attached to them, accompanied by such examples as a program for a function given by a dairy organization, with a miniature cowbell on it; and a needle with a bit of colored yarn on a program for a party given by a wool industry association.

"How far has your catalog progressed in the last 15 years?" is the provocative question asked in one section of the portfolio devoted to industrial catalogs. Opposite the text expanding this theme there's a Gould Pump catalog of ancient vintage, looking old-fashioned beside the new

models in the book.

"Will your catalog stand up under long-term reference use?" is another topic under discussion to point up the advantages of laminated and varnished covers, of which several examples are shown. These, it is claimed, "increase durability, prevent smudge marks and give a luxurious effect."

"Would a change in size make your catalog more serviceable?" is the subject of a section illustrated by a copy of a "Busy Six by Niner," instead of the more common 8½ by 11 version. (So great is the demand for the sixby-niner, it is claimed, that it has had to go through two reprintings.)

The desirability of including useful reference material in a catalog rates an entire section, the prize exhibit being a booklet by Barnes-John-Raymond, spring manufacturers, containing informative data in formula and chart form.

The portfolios are attractively prepared, well bound, and made of paper of good quality. The examples of printing included are good ones (and they are not all by Rudge). They are grouped partly according to color schemes. But the main value of the books is in the ideas they embody—sales arguments designed to loosen the tongues of salesmen and enable them to talk the language of different kinds of prospects. ("We have found," said Frederick Rudge, "that some salesmen will show wine lists to men who are interested only in stockholders' reports, and vice versa; these portfolios prevent that sort of aimless selling effort.")

### Check Lists Uncover Needs

In each portfolio there are checksheets made up of questions adapted to buyers, so phrased that they would undoubtedly enjoy answering them, if for no other reason than that the questions would assist them in analyzing their own problems.

For example, in a check-list appended to the portfolio of stockholders' reports, there are such headings as "To whom is the report to be sent?" with a list of possible recipients; "How hard is it to get the audience to read a report?" (a) "Would an accompanying letter help?" (b) "Would a more inviting format help?" (c) "Would special delivery help?"

ave

ied or a

ion,

d a

on

loov

pro-

the

sec-

dus-

text

ould

ook-

new

ENT

Under the heading, "What impression do you want to create?" we find:

- (a) That the company is sound in all respects and can proceed without help?
- (b) That the company is short on salesmen and can use every one of the

audience as part-time "boosters"!

Under a section entitled, "Reprints: A Thumbnail Sketch," there is a subhead, "Nine Specific Ways to Use Reprints." Here are some ways listed: Make up sales presentations for your salesmen, using a selection of the best ads of the year. Blow up your ads for window and counter display. Put reprints of all ads on the desks of all company executives. (You may find that your advertising budget is in-creased.) Put reprints of ads on all company bulletin boards. (It must be remembered that the salesman of a printing firm will be sitting beside the prospect who reads this material, presumably after having looked through the portfolio, and that the latter is supposed to check off the ways in which his company uses reprints, or could use them.)

It is the plan of Rudge to sell the sets of portfolios to printers at \$72 for the six. In addition to these, the buyer will receive suggested introductory and follow-up letters to send to prospects; electros for advertisements (telling prospects that the printer has the book and will be glad to show it); and a general sales story on selling practice, by Frederick Rudge.

At the present time the original set

of portfolios is out on tour among the 23 branches of American Type Founders Sales Corp., remaining at each for a period of two weeks. Visitors are requested to fill out and return questionnaires which accompany the exhibit. A cursory examination of half a dozen of these indicates that printers (at least those whose questionnaires were examined) consider themselves misunderstood—two saying that only 10% of their customers understand their (the printers') problems and take them into consideration; a third saying 35%, and two others 80% and 90% respectively. One made an interesting comment to the effect that a well-worked out sales plan, such as that embodied in the portfolios, would be most likely to work if it could be tried jointly on the "big boss" and the purchasing agent, but that it might lose its effectiveness if passed along second-hand, by the purchasing agent to someone higher up empowered to make decisions.

Heretofore the old adage about shoemakers' children not having shoes has been applicable to a large section of the printing world. It need no longer be true for those willing to invest in the Rudge packaged sales plan.



# **Advertising Campaigns**

(Continued from page 19)

run in Esquire, Life, Saturday Evening Post. It will be full pages, two colors, and will offer a combination radio-phonograph console. Copy whoops it up for FM and the fact that in areas where FM broadcasting is not now available it probably soon will be.

Co-op newspaper ads for dealers are designed for markets where FM is already on the air and for general use. Five-minute transcribed programs for standard broadcast stations are titled, "Swing to FM."

A 20-minute color sound movie is

one item in an elaborate demonstration kit to be shown both dealers and consumers. Another consists of miniature AM and FM transmitters, in a compact portable unit. Plugged into a power outlet, the tiny AM and FM stations broadcast the same program, and demonstrate the latter's superiority.

Maxon, N. Y., has the account.

# Boake for Butter

Boake Carter begins a new network series today, October 20, for Land O'Lakes Creameries, Inc., co-op dairy product marketing association of Minneapolis.

He will be heard over 22 MBS stations in the East and Midwest at 4:45 p.m. Monday through Friday. The Monday, Wednesday and Friday broadcasts will be sponsored by Land O'Lakes.

Nearly 100,000 dairy farmers own and control the firm. Its butter is "the world's largest selling sweet cream butter."

Agency: Campbell-Mithun, Minneapolis.

### All Three

"Look at All Three . . . and You'll Pick the Jayson Shirt" is the slogan which F. Jacobson & Sons, N. Y., has adapted from Plymouth's original and is using in Christian Science Monitor, Collier's, Esquire, Life, Saturday Evening Post, Time.

food

and

nati

phi

W

ura

bre

thr

par

ima

Da

bre

pa ma

In

ab

T

Pages and half pages, all in color, will describe Jayson shirts as excelling other nationally known brands at identical prices. The firm's pajamas and sports-wear are also being advertised in the same publications, as well as in trade journals.

Alfred J. Silberstein, N. Y., is the agency.

# Campbell Smash

Campbell Soup Co., Camden, N. J., has launched a 26-week campaign in New York, the largest it has ever run in a single market. Insertions of 500 lines are appearing in newspapers, with a color page in gravure every other week. Subway car cards are to start next month.

More than \$200,000 will be spent to popularize various kinds of soups. This, Campbell officials believe, is more than is being spent by any other

# Some Changes are being MADE TODAY

In the past six months on record (\*April to September inclusive) Detroit Retailers increased their newspaper advertising by 720,938 lines. That's interesting news because it indicates the way business is going in Detroit.

But this is the startling fact: 405,283 lines or

56.2% of the increase, was used in the Free Press.

Isn't it reasonable to suppose that Retailers are placing more and more of their linage in this newspaper because they have learned from experience that advertising in the Free Press produces more profits?

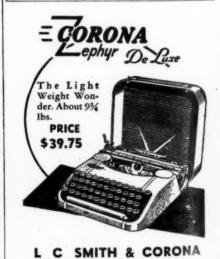
Need this or any newspaper present better proof that it accomplishes the sole purpose of the advertising it carries . . . RE-SULTS?

\* Media Records

# The Detroit Free Press

Story Brooks and Finley, National Representatives Member Metropolitan Sunday Newspapers, Inc.





Syracuse, New York
SALES MANAGEMENT

TYPEWRITERS INC
701 East Washington Street



food advertiser in Gotham.

Regular space in some 15 magazines and four network shows continue nationally.

Ward Wheelock agency, Philadelphia, is in charge.

### Wonder

00

to

NT

Continental Baking Co. has inaugurated a large space drive for Wonder bread in about 80 newspapers throughout the country, except certain parts of the South, and on approximately 3,000 24-sheet outdoor posters. A half-hour evening show, "Maudie's Dairy" on 47 CBS stations, continues.

Chief emphasis is placed on Wonder bread. Staff, introduced in 100 newspapers last Spring, will be advertised mainly in Washington, D. C., New England, and on the West Coast. Next year Staff will get a bigger push.

Ted Bates, N. Y., is the agency.

### Insurance Institute

Institute of Life Insurance, composed of 100 companies, which "acts as a clearing house of information about life insurance for the public," starts its Fall series of institutional newspaper ads today, October 20.

Some 268 dailies of 167 cities will carry the two-column-by-166-line copy. This is 50% more space than the previous campaign, which appeared in the same number of papers.

Theme of the series is the crusade for national thrift. Agency: J. Walter Thompson, N. Y.

# Bengue Into Ben-Gay

For years Thos. Leeming & Co., (William Esty agency) has been telling people to say "Ben-Gay" when ordering its Baume Bengue Analgesique.

Although the name "Bengue" still appears on the product, the Fall and Winter campaign for it, now getting under way in trade papers, newspapers and spot radio, will refer only to "Ben-Gsy." A character called "Peter Pain" will be introduced.

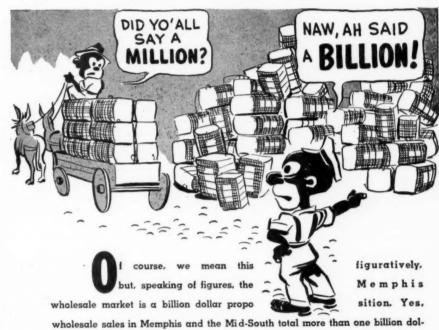
Vari-Typer

Ralph C. Coxhead Corp., N. Y., has announced a drive for the Vari-Typer composing machine to tell business how it can speed defense work and the role it now has in such work. Direct mail and trade press ads are aimed at firms doing defense work and the Federal and state governments.

The Vari-Typer is electrically operated with changeable types and spacings. It is used in offices for typing copy for duplication by stencil, offset, or analine dye process. With a new automatic justification feature, the

Vari-Typer can produce composition with even or squared margins.

John Hammond patented a typewriter in 1880 that changed type instantly and used many styles and sizes. He established a factory in 1885. In the next 41 years thousands of Hammonds were sold. When he died in 1913 he willed his business to the Metropolitan Museum of Art. In 1926 the museum sold it and the name was changed to Vari-Typer. Mr. Coxhead bought it in 1933, reorganized the company, improved the machine. O. S. Tyson, N. Y., is the agency.



lars . . . greater than all other Tennessee cities combined.



Check this with the wholesales sales volume of cities that are larger, such as Buffalo, Newark, Milwaukee, and Indianapolis, and you'll see that the Memphis wholesale trade volume is greater.

That's why WMC, the station that covers this rich market, is such and economical and productive buy.

5,000 WATTS DAY 1,000 WATTS NIGHT

NBC RED NETWORK

THE Billion Dollar

Represented Nationally by THE BRANHAM CO.

Owned and Operated by

COMMERCIAL APPEAL

MEMBER OF SOUTH CENTRAL QUALITY NETWORK WJDX-JACKSON, MISS. WMC-MEMPHIS KARK-LITTLE ROCK

KWKH-KTBS—SHREVEPORT WSMB—NEW ORLEANS

OCTOBER 20, 1941



# TER ROUND TABLE

If You've Written a Letter That Gives an "Extra Satisfied" Feeling, Send It It May Win a Round Table Prize.

## How to Soothe Customers If Defense Slows Deliveries

Today many businesses have to satisfy just one customer—Uncle Sam. All the others, no matter how profitable and respected, are secondary in the task of providing an impregnable national defense. But while the rest must take a minor positive them are articled to know tion temporarily, they are entitled to know why their orders cannot be filled fully, or what parts of them can be filled.

An exact explanation of future, or even present, schedules is impossible owing to the uncertainty of events, yet some sort of statement is necessary. The following letter

It was written by C. H. Butterfield, vice-president in charge of sales, of Manning, Maxwell & Moore, Inc.

This letter is written to acquaint you with facts about our situation which you have the right to share. You know what the defense program is requiring of Indus-Our Government has long depended upon us as a source of such items as safety valves, gauges, and thermometers in the equipment of naval vessels. You can pic-ture then the magnitude of calls on our resources as plans have unfolded for a

two-ocean Navy.
"We have clung to the belief that adequate defense might be provided without hysteria, along with the orderly continuance of other more normal but vital business. We have greatly multiplied the personnel and mechanical equipment of our plants here, in Boston and Muskegon. We have done this in the endeavor to take care of your requirements with reasonable promptness and also meet our responsibility to the Government and its far-flung plans for defense. So far we have succeeded to this

'In the first half of this year we have shipped to our old and regular customers 54% more of our products than in the first half of last year. In the same time we have met our delivery commitments to the Government. In addition we have planned, tooled for, and partly manufactured much material for future delivery to the Government.

"If in these months any department of this business has failed in a delivery prom-ise to you, it may well be charged to the unusual tempo of all business, leading to miscalculations somewhere in the Even as yourselves, we cannot see far ahead. As should be, our Government may com-mandeer all our resources, yours and ours, if the emergency is real and close enough. We yet have faith in an increasing orderliness in all our affairs, that we and your other vendors may continue to serve you

without further restrictions. We pledge you this-

That in responding to your inquiries and orders we will give you the whole truth as to our situation. In serving the Government — the Defense Program — we will be serving no selfish interest anywhere, but working for the protection of all that is most valuable to each man, woman and child in this land. If in future months we should subtract from your normal business requirements in order to supply more to defense, it will be because of the conviction that in doing so we are of the greatest possible service to you and yours.

"I believe that this pledge to you contains 'for the duration' all of the business policy of Manning, Maxwell & Moore, Inc."

### Jogging Inactive Accounts into Motion in One Lesson

What is more discouraging than a brisk flurry of orders and then a dank, dead silence from the buyer? If a salesman is unable to call and locate the trouble, then a letter may bring to light complaints or objections that have turned a patron into an ex-patron.

Quoted below is a twinkling epistle which Circulation Director W. R. Pelkus sends to Newsweek readers whose subscriptions have lapsed. Only a little ingenuity would be required to transform it into a message suitable for other lines. See if you agree:
"Put us in the dog house if we deserve it, but please don't leave us in the dark."

Your subscription, Dear Reader, has expired!

And your silence is like the silence of Concentration Camp!

We've written you and written you, but still no word from home!

"We've sent you issue after issue, always in the hope that your renewal would arrive

in the next mail. But here we are, weeks later, with neither your renewal nor your "We're not complaining, mind you, if the DOG HOUSE is where you think we ought to be . . . but we're wondering and worrying about what we've done to keep

you from renewing. . . .
"Won't you please break this AWFUL
SILENCE and not leave us IN THE DARK any longer? Tell us the crime with which we are charged . . and if there is any spot in Newsweek that your criticism will improve, we'd rather have your criticism than your dollars!

"Therefore, we are attaching at the bot-tom of this sheet a special form on which to indicate your objection—or (if you've been intending to renew all along and just forgot) your renewal.

"So please give us, dear reader, either a renewal or a reason, for NO RENEWAL and NO REASON are doubly hard to

# Now's the Time to Saw "Slow Pays" Off Short

Because there is a sellers' market now (even if it is only for the moment) the time is ripe to get rid of some rotten tim-ber—the dead beats, chronic "slow pay" accounts, chiselers, etc. A certain propor-tion of these no-goods are tolerated in normal times, but the present is by no means normal.

Here's how John M. Palmer, sales man-ager of Lee Clay Products Co., Clearfield,

Ky., instructs his men to prune.

"For the past two years we have been nursing a red maple tree up at our house trying to restore its health. It has been fertilized and watered and treated for borers, but in spite of all the care and attention, it has continued to decline... "Some of our accounts, Mitch, are in the same condition as that sick maple. They are chronically slow and have been kept

are chronically slow and have been kept alive only through constant nursing, coaxing, and cajoling. The same amount of effort and expense directed into other channels would have produced more profitable results.

"Right now we are in the unique posi-tion of having more business offered us than we can handle. This is a good time, Mitch, to tear out some of those 'sickly maples' and replace them with good, strong accounts. With this letter we are sending accounts. With this letter we are sending you a list of delinquents in your territory. Some of them we have marked as undesir-We want you to help us collect those accounts immediately and then any orders offered from them must be accompanied with cash in advance.

# Prize-Winning Letters for September

C. H. BUTTERFIELD Vice-President in Charge of Sales Manning, Maxwell & Moore, Inc. Bridgeport, Conn.

> Griffin Chemical Co. San Francisco, Cal.

W. R. PELKUS Circulation Director Newsweek New York, N. Y.



HE ESSENCE of the American political democracy is economic The right and the opportunity to produce—and to buy and sell and exchange the fruits of production-is implicit in the spirit of the American constitution. But no mere words on paper can guarantee the human freedoms set forth in the Bill of Rights. Personal liberty cannot be divorced from economic independence. The opportunity to achieve economic independence exists only in a system of free enterprise.

The American way of life is a business way of life. No trade or profession, no social or political institution, no art or science or charity exists in this country but is influenced by that fact. Every form of human endeavor in America is shaped by that fact. It is the common denominator.

The American newspaper is an integral part of the American way of life. It draws its vitality from, and contributes vitality to the American system of free enterprise. Without the newspaper, the system of mass production, which has resulted in the highest standard of living any people has ever known, could not exist.

The cost of a single manufactured product to the consumerwhether it is tooth paste or automobile-is determined in large part by the number of such units a manufacturer can sell. The more he can produce and sell, the cheaper he can sell them. That's the key to the mass production system.

m

L

he

y"

no

eld.

een use

for

and

the

hey

cept ax-

of her

ofit-

us ckly

rong

tory.

esir-11ect

com-

ENT

In order to create this market the manufacturer must explore and create human needs and desires. He must "advertise.

IKE every other American institution, the newspaper draws its revenue from the marts of trade. Through its editorial content-i.e.: its news, features, editorial policies, etc.-a newspaper attracts an audience. The advertiser buys space in the newspaper in order to reach that audience.

The merchandiser is little concerned with the newspaper's editorial content. His concern is in how many people, and what kind of people the newspaper's editorial product attracts. The quantity and quality of that audience is the gauge which determines the amount of space the merchandiser buys in the newspaper.

The newspaper which is most alert to the interests of the public it serves is the newspaper which as a rule will attract the largest number of readers. Therefore, while advertising is the chief source of his revenue, the publisher's concern is to create an editorial product that will serve the interests of the greatest number of

This is both a private and a public responsibility; and whether the publisher discharges this responsibility adequately and faithfully is in the hands of the public he undertakes to serve, because the public extends or withdraws its patronage of a newspaper on the basis of its estimate of the publisher's editorial product.

The fact that in America, advertising is the chief source of newspaper revenue is of tremendous significance, because in no nation of the world which is not democratic in form or in spirit, does it exist. In nations other than those, the only newspapers of any consequence are newspapers which exist not on their revenues, but on subsidies. In America, no newspaper of any consequence exists through subsidy.

The essence of a "free Press" lies in the financial independence which is derived from revenues earned in a system of free enterprise.

HE method by which human freedoms have been destroyed in THE method by which numan recoons have been the dictator countries is familiar to everyone. A free pressbeing the most powerful of freedoms, and to a dictator the most dangerous-is the first to be destroyed. But a free press does not necessarily have to be destroyed at the point of a bayonet. There are other, and more subtle ways. In a business way of life, the technique lies in business methods.

A free press can be destroyed through the power of government to dry up sources of revenue by restrictions and regulations.

A free press can be destroyed through the power of minority pressure groups, exercising the technique of boycott.

There are certain forces in this country hostile to a free press for sinister reasons. There are other forces, sincerely interested in the public welfare, equally dangerous to a free press.

These are those people—some in high government places—who contend that advertising is "unsocial" or that it is an "economic waste.

It is not necessary to debate the motivation of either of those groups of people. The effect of their theories and economic fallacies would be the same, if put into effect. The effect would be to destroy American freedoms.

We have no pious attitude in this matter. As newspaper owners and publishers, the destruction of a free press in America would mean the destruction of our assets, of our life work, of long-held journalistic ideals and objectives. We do not pretend that our interest in the preservation of a free press is other than enlightened self-interest.

Self-interest in this matter, however, cannot be disassociated from the public interest. This is a problem of primary and fundamental concern to those millions of Americans who believe in, and wish to perpetuate the American way of life.

WHAT we mean by "freedom of the press" is really freedom of expression. The newspaper happens to be one medium, and one forum for free expression. "Freedom of the press" is neither a special privilege nor a private asset. "Freedom of the press" is a privilege extended to all of the people, and the possession of that privilege carries with it a responsibility to safeguard and preserve it.

There is no such thing as perfection, in an imperfect world. Newspapers reflect the personalities and the political and economic faiths of their owners. American newspapers make no claim of infallibility. But American newspapers can make one claim proudly-that they are free. They are free, because the American people are free, because the American system is a system of free enterprise. The American press will always be free so long as the system of free enterprise endures in this country.

. . . . . . . . Press . . . . . . . . Press SAN FRANCISCO . . . . . News

INDIANAPOLIS . . . . . . . Times

CINCINNATI . . . . . . KENTUCKY . . . . . . . . Post Covington edition, Cincinnati Post KNOXVILLE . . . . News-Sentinel

. . . . . . Post WASHINGTON . . . . . . News EL PASO . . . . . Herold-Post

FORT WORTH . . . . . . ALBUQUERQUE . . . . . . . fribuno

NATIONAL ADVERTISING DEPARTMENT = 230 PARK AVENUE . NEW YORK

CHICAGO SAN FRANCISCO DETROIT MEMPHIS PHILADELPHIA

# From the

Prize Winner

DRAMATIC illustration of how the Chicago Tribune translates into action the vital interests of its women readers is the American Fashions competition which came to a climax on September 27 with the display of the prize winners in a brilliant show—making news for the nation's press and radio—and providing peak interest in the Chicago Sunday Tribune Roto Picture sections in which they were shown in full color.

This project is typical of the editorial enterprise and showmanship which have built for the Tribune the intense reader interest which produces the greater returns enjoyed by advertisers in the Tribune—as evidenced by Chicago retailers who place in the Tribune more women's apparel advertising than they place in any two other Chicago newspapers combined.

# FOOTNOTE ON FOOTWEAR

Chicago's department stores and specialty shops recognize the Tribune's powerful "way with women." That is why, during the first nine months of 1941, they placed in this one newspaper 59% of their appropriations for advertising women's shoes.

# Kudos for a doctor



Dr. Irving S. Cutter, health editor of the Chicago Tribune, has recently become dean emeritus of the medical school of Northwestern University. To signalize its appreciation of the development of the medical

school during the sixteen years in which Dr. Cutter was its dean, the university on Founders' day, October 6, conferred upon him an honorary degree of doctor of science. During the ceremony a portrait of Dr. Cutter by Paul Trebilcock was unveiled in the Paul Church library where the honor was bestowed.

In his capacity as health editor of the Chicago Tribune, a post which he has held



since June, 1934, Dr. Cutter writes a daily article on some phase of personal or public health. In addition he answers each month an average of more than 3,000 health inquiries sent him by readers. During 1940 the total of such inquiries exceeded 41,000.

Designed by Jeanne Sanford, Mt. Lebanon, Pa., the taupe brown, wool daytime dress pictured above won first prize of \$500.00 in the second annual American Fashions competition sponsored by the Chicago Tribune. (See Column One) American fashions... Prize winner...
Aid for small business man ... Footwear note ... Honorary degree ... Selling more with color ... Tonic for volume
... Million and more a day.

# TOWER

should be safeguarded and promoted.

# **Color Sells More**

Does newsprint color advertising do a better selling job?

The advertising practice of one of the country's largest cigar manufacturers gives an emphatic yes to this question.

During the period January 1, 1937, to September 30, 1941, this concern powered its Chicago sales drive with newsprint color pages in the Chicago Tribune—using 46 such pages within the period.

such pages within the period.

Other advertisers in the same period used 545 full pages in newsprint color in the Tribune to sell

such varied products as refrigerators, razor blades, lumber, cereals, automobiles, soap, gasoline, meat, flowers and rugs.

As higher industrial activity steps up the tempo of Chicago's trade, now is the time to let Chicago Tribune newsprint color put maximum punch into your Chicago sales drive.

# HELP FOR THE SMALL BUSINESS MAN

"Is down, used in making pillows, on the priorities critical list?"

"What are the requirements for the zinc pool?"

The above are typical of the inquiries now received by the "Small Business Man's Department," a new public service recently inaugurated by the Chicago

The purpose of this new Tribune service is to help the small business man seeking information on priorities, substitute materials and related subjects. All inquiries are given careful attention and those deemed to be of broad interest are published, together with the answers thereto, in the "Small Business Man's Department" in the Tribune's financial section.

Foremost among the reasons which led to the establishment of this department is the Tribune's conviction that the small business man is essential to the national economy, and that his contributions toward production of wealth, the employment of labor, and toward keeping alive the spirit of private initiative are valuable, stabilizing factors which

# "Products Advertised in the Chicago Tribune Are the Right Tonic for Volume"





"Of all advertised products, products advertised in the Chicago Tribune are the best tonic for volume," says Carl B. Stigall, Chicago

druggist for thirty years.

In the Chatham district, where the Stigall drugstore is located, there are 19,378 families. Tribune circulation in this district is 12,795 on weekdays and 14,372 on Sundays. This is typical of the selling influence of Tribune circulation which penetrates deeply into every Chicago neighborhood and suburb. Mr. Stigall's comment on the productivity of Tribune advertising reflects the attitude of Chicago druggists as a group.

Chicago Tribune Circulation Now in Excess of 1,000,000 EVERY DAY OF THE WEEK